



GoTriangle
Operations & Finance Committee
May 06, 2021
8:30 am-10:00 am Eastern Time

Based on NC safer at home executive orders in response to COVID-19, the GoTriangle Operations & Finance Committee will meet remotely on Thursday, May 6, 2020, at 8:30 am.

*Click here to: Join Webex Meeting
Meeting Number / Access code: #171 387 2144
Password: 1234
Or dial: +1 415-655-0003*

I. Call to Order and Adoption of Agenda

(1 minute Vivian Jones)

ACTION REQUESTED: Adopt agenda with any changes requested.

II. Draft Minutes - April 1, 2021

(1 minute Michelle Dawson)

ACTION REQUESTED: Approve minutes.

III. Wake Transit Performance Tracker Overview and Beta Test Invitation

(10 minutes Katharine Eggleston)

Stephanie Plancich, CAMPO

Presentation

IV. Wake Transit FY21 Q4 Amendments

(10 minutes Steven Schlossberg)

ACTION REQUESTED: Recommend Board approval of the FY21 Q4 Wake Transit Work Plan amendments.

Presentation

Budget Change Impact

TPAC Memorandum

V. Durham County Transit Plan Amendments

(5 minutes Praveen Sridharan)

ACTION REQUESTED: Recommend Board approval of the FY21 Durham County Transit Workplan budget amendments.

Presentation

Budget Change Impact

Detailed Staff Working Group agenda

VI. Orange County Transit Plan Amendments

(5 minutes Praveen Sridharan)

ACTION REQUESTED: Recommend Board approval of the FY21 Orange County Transit Workplan budget amendments.

Presentation

Budget Change Impact

Documentation Submitted to SWG

VII. Vehicle Purchase Authorization

(5 minutes Brian Mclean)

ACTION REQUESTED: Recommend Board authorize the President/CEO to execute a contract for the purchase of six (6) low-floor diesel Gillig buses with associated maintenance equipment from Gillig Corporation for fixed route service not to exceed the maximum dollar amount of \$3,480,000.

VIII. Audit Contract

(5 minutes Sandra Freeman)

ACTION REQUESTED:

IX. FY21 Q3 Financial Results

(10 minutes Sandra Freeman)

X. FY22 Budget

(20 minutes Sandra Freeman)

Fare Integration Study Final Report

XI. Adjournment

(Vivian Jones)

GoTriangle Board of Trustees
Operations & Finance Committee Meeting Minutes
April 1, 2021
Held Remotely via WebEx

Committee Members Present:

Corey Branch	Steve Schewel
Vivian Jones, Committee Chair	Stelfanie Williams
Michael Parker	

Committee Members Absent:

Valerie Jordan	Jennifer Robinson
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Other Board Members Present:

Will Allen III	Sig Hutchinson
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Committee Chair Vivian Jones called the meeting to order at 8:32 a.m. A quorum was present.

I. Adoption of Agenda

Action: A motion was made by Parker and seconded by Schewel to adopt the agenda.

II. Approval of Minutes

Action: A motion was made by Branch and seconded by Parker to approve the minutes of the March 4, 2021, meeting.

Action: Upon vote by roll call, the two prior motions were carried unanimously.

III. RTP Connect Pilot Evaluation

Jennifer Green's presentation is attached and hereby made a part of these minutes. She shared the history of service in the Research Triangle Park area, which began as fixed route shuttle service and served about 180 riders per day up until 2016. She said at that time ridership began to decrease rapidly. In 2018 GoTriangle initiated its first pilot with OnDemand microtransit service; however, ridership continued to decline with complaints about long wait times and long travel times.

The RTP Connect pilot program began in August 2019. Service is provided through a partnership with Uber and Lyft. Customers book trips directly through the providers' mobile application and receive up to \$10 off trips that meet the program criteria: trips must start or end at the RTC and connect to any points

within the RTP zone. In February 2021 the zone was extended to include Boxyard RTP, made possible by a partnership with Research Triangle Foundation.

Scott Levitan, president and CEO of Research Triangle Foundation, expressed appreciation to GoTriangle for the partnership and stated he believes Boxyard RTP will generate a tremendous ridership increase for RTP Connect.

Green reviewed the goals and objectives of the pilot program and key findings:

- *Increase ridership within the RTP service area*
 - *Increase daily passenger trips* – Ridership immediately increased to 99 passengers per day, but plummeted to 15 in March 2020 due to the Covid-19 pandemic. Indications shows there is potential to reach the goal of 180 passengers per day.
 - *Improve service productivity* – This metric has remained stable or increased as trips are only provided when requested.
- *Provide a cost effective service*
 - *Reduce GoTriangle expenses* – GoTriangle resources within the RTP area have been reduced and reallocated to higher ridership express services.
 - *Reduce subsidy per trip* – Cost per passenger is below \$10.
- *Provide first/last mile connections to-and-from the Regional Transit Center*
 - *Most customers transfer to regional transit routes* – Based on a study by a UNC graduate student researcher in February 2020, up to a third of the RTP Connect trips are not connecting to transit and 20% of customers are taking two RTP Connect trips in their one-way journey.
 - *Encourage new customers to use transit* – 43% of RTP Connect riders are new transit riders to GoTriangle, attracting new riders at a higher rate than the system average.
- *Improve customer satisfaction*
 - *Customers report high satisfaction* – 83% of customers rater the service very high, noting the benefits of saving money and providing access to folks without a car. RTC wait times and lack wayfinding are listed as the biggest negatives.
- *Provide equitable transit access*
 - *Improve transit access for underserved populations* – The rider base is comparable to the base for the RTP with the exception of lower participation for the black population in the pilot compared to RTP shuttles.

Green stated that evaluation of key performance metrics against targets has shown the RTP Connect to be successful in meeting the program goals. She highlighted additional considerations of the program:

- Lyft and Uber currently do not offer shared rides, so GoTriangle can't submit the passenger trips to the National Transit Database.
- Lack of data availability about deadhead miles makes the environmental impacts of the partnership with ride hailing companies unclear.
- The planning and implementation of the pilot program has required participation of staff in many GoTriangle departments.

Green stated that staff, in collaboration with the Research Triangle Foundation, will be developing a proposal for permanent service design in the next few months, followed by procurement of services for the next phase of RTP Connect. She said that other areas within the GoTriangle service area have been identified for further study for OnDemand service and collaboration with other entities initiating microtransit.

Steve Schewel asked for more into about the challenge of environmental reporting related to the deadhead miles. Green explained that deadhead miles are the times between customer drop-off and when the next rider is picked up (non-revenue service). She said there is no data for this time, but some studies estimate it to be 40% of total revenue hours. Matthew Frazier added that this suggests ride hailing services could increase vehicle miles traveled rather than reduce it. He said this needs to be evaluated in more detail, but the data is not available. Green said adding shared rides is something that would be of interest in the next phase and could lower those deadhead miles.

Schewel reference the statistic that one third of the trips were not connecting to transit and asked the goal. Green stated when the pilot was proposed initially the Board wanted to focus on the first/last mile. She said this number indicates other purposes for the program and different trip purposes such as providing mobility from apartments surrounding RTP and for employees trying to reach other services throughout the day.

Levitan suggested the data could help in approaching apartment owners for additional support of the program.

Schewel added he looks forward for additional information on the equity impacts of the service. Green shared that initial exploration indicate warehouse jobs in the RTP area whose shift times do not match the hours of the RTP Connect program, which was set up to support the nine to five commuter market into RTP. She said longer service hours and more days of the week are things to explore for the program.

IV. Sole Source Purchase of Streets CAD/AVL System

Patrick Stephens requested approval of a sole source contract with Trapeze Software Group, DBA Trip Spark Technology, for the replacement of GoTriangle's

CAD system. He said the initial project budget was \$3 million, but the expected cost is \$2.875 million, which includes installation and first year maintenance and hosting fees and contingency. Stephens added that the current AVL system is no longer supported by the vendor. He justified the request for a sole source after a Request for Information determined that no single vendor could integrate our Trapeze current systems without some replacement or duplication. He said this purchase will improve service delivery through better route management and have better integration with the maintenance, scheduling and yard management systems.

Michael Parker asked if there are opportunities to coordinate with other systems in the region using this kind of software. Stephens said Cary also uses Trapeze, Raleigh a different system and Durham is in the process of researching. Parker responded that he would like to see the different transit systems in the region work more effectively together.

Action: On motion by Parker and second by Schewel the Committee voted to recommend Board approval of a Sole Source purchase and award a contract to Trapeze Software Group Inc., dba TripSpark Technologies, for the replacement of GoTriangle's computer aided dispatch and automatic vehicle location (CAD/AVL) for a maximum dollar amount of \$2,875,000, and authorize the President/CEO to execute the contract consistent with those terms. Upon vote by roll call, the motion was carried unanimously.

V. Classification & Compensation Study

Kristen Dixon shared data regarding GoTriangle's workforce as context for the recommendations from the classification and compensation study:

- GoTriangle has 252 employees, with an average tenure of 7 years.
- 80% is over age 40 with 25% at or approaching retirement eligibility.
- Current policy allows for payout of up to 75% sick leave balance at separation totaling over \$160,000 in 2019-2020.
- GoTriangle spent \$2.7 million in overtime costs from 2018-2020, with costs increasing 148% from 2016 to 2019; overtime grew on average 37% annually since 2016 (with the exception of 2020 due to Covid-19).
- GoTriangle has 34 different salary grades and just over 85 different jobs.
- 63% of GoTriangle's workforce was hired into a position with a starting rate of \$15.25 per hour or below.
- GoTriangle had 131 separations from 2019-2020: 65% were voluntary, 91 were in positions earning \$15.25 per hour or less, 75 were in the operations department.
- Operations has the highest turnover rate with separations typically occurring within 3.5 years.

- Operator pay was last adjusted in 2017; training rate is \$13-14.50 per hour based on experience.

Mark Holcomb of Evergreen Solutions presented the study findings and recommendations, which are attached and hereby made a part of these minutes.

Holcomb explained the process of the study and said in addition to the recommendations today, next steps will include updated job descriptions and FLSA determinations, the creation of career ladders for select departments and recommendations for policy revisions.

Holcombe shared the following takeaways from the employee survey:

- Job stability was the top reason given for employee satisfaction.
- Employees also find satisfaction from work that contributes to their community with meaningful work and the benefits package.
- Health insurance is the top benefit as rated by employees, followed by paid time off and the retirement plan.
- Over 70% of employees believe their job is important and believe in the mission and purpose of GoTriangle.
- Approximately 85% of employees do not have a clear path to promotion.
- Employees' priorities for the study were related to individual pay – merit increase percentage, annual base pay and pay ranges of classifications

Holcombe said GoTriangle's current pay structure is well-defined with a simple and consistent progression between grades. He also praised GoTriangle for progressing employees along the ranges. He noted several weaknesses:

- More than 20% of employees are capped at the maximum of their range
- 16% of employees are approaching grade maximum
- 10% of employees are near their grade minimum, most in operations

The following peers were surveyed:

NCDOT	Raleigh
GoDurham	Durham
Raleigh Transit Authority	Charlotte
FAST (Fayetteville)	Cary
GRTC (Richmond)	Wake County
Sound Transit (Seattle)	Durham County
COTA (Columbus)	University of North Carolina
DART (Dallas)	NC State University

Results:

- GoTriangle pay ranges significantly lag the market at minimums and also lag at the midpoints; ranges are more competitive at the maximum of the range.
- GoTriangle's employee-only health care cost is cheaper for employees than the market average.
- GoTriangle's contribution to retirement accounts is higher than peer average.
- GoTriangle's vacation and sick time accruals match the market, but payouts upon separation are significantly more generous.
- GoTriangle's annual tuition reimbursement amount is significantly lower than peer average.

Recommendations:

- Update pay plan with 10% increase to the minimum, midpoint and maximum.
- Make individual reclassification and pay grade reassignments for positions even further behind market average.
- Implement \$15 per hour starting wage.
- Implement methodology for realignment based on employees' time with GoTriangle.
- Update job descriptions and FLSA status.
- Develop career ladders for certain departments.
- Consider policy changes to bring benefits closer in line with the market.

Additional recommendations for transit operations:

- Increase starting wage to \$17 per hour.
- Speed up progression between levels for high performing employees.
- Implement new \$200 semi-annual performance bonus for operators, service attendants and customer information specialists.

Holcombe estimated the total annual recurring cost for all the recommendations at just under \$250,000.

Corey Branch asked if staff had reviewed these recommendations and when could they reasonably be implemented. Charles Lattuca responded that the recommendations would be incorporated into the FY22 budget.

Stelfanie Williams asked if GoTriangle conducts exit surveys and if that information was made available to Evergreen. She also encouraged GoTriangle to consider about pathways to employment particularly in regards to operators. Carolyn Lyons responded that exit discussions are held with employees, but the

information was not shared with Evergreen; however, it is being used in a parallel project related to diversity and inclusion.

Williams asked if that is something Evergreen would typically look at in their studies. Lyons stated that it was considered but her experience is most employees leave because there is no opportunity for advancement. She noted this did come out in the employee survey conducted by Evergreen.

Parker asked about working conditions and environment for operators working split shifts. Patrick Stephens responded GoTriangle provides sleep rooms and break rooms for operators. He said some agencies are providing fitness rooms and study rooms.

Schewel also encouraged GoTriangle to be involved in trying to create a pipeline for jobs. He added that the city and county of Durham have adopted a minimum livable wage of \$16.98 per hour.

Vivian Jones asked if there are plans for conducting a regular classification and compensation study. She shared that the town of Wake Forest surveys a third of its positions every year to keep from getting behind.

Action: On motion by Parker and second by Branch the Committee voted to recommend that the Board approve the 2021 Classification and Compensation Pay Plan and designate the President/CEO the authority to administer the new Plan based on the findings of the Study. Upon vote by roll call, the motion was carried unanimously.

VI. FY22 Budget

Sandra Freeman presented updated information on the FY22 budget, which is attached and hereby made a part of these minutes. She noted that the recommendations from the classification and compensation study had not been incorporated into the budget, but would be for the April budget workshop.

Freeman said since the last meeting staff had identified \$4.5 million in additional grant revenue, in addition to reducing department expenses, bringing the projected budget deficit to \$246,000. She pointed out the budget does not include any capital at this point. She also said the budget assumes the resumption of fare collection on July 1.

Freeman asked for direction on moving forward to increase GoTriangle's share of the vehicle rental tax that also is split with the three county transit plans. Parker stated his concerned with making changes to the split this late in the budget preparation cycle. He suggested starting the conversations this year for implementation in FY23.

Freeman stated that staff would continue to make sure all sources of revenue have been identified and also potential for further reductions in expenditures. Additionally, capital requests will be considered, focusing on available grant revenue to fund those.

VII. Adjournment

Action: Committee Chair Jones adjourned the meeting at 10:10 a.m.

Vivian Jones, Committee Chair

Attest:

Michelle C. Dawson, CMC
Clerk to the Board of Trustees

Draft

Presented to GoTriangle
O&F Committee on May 6, 2021.

By: Stephanie Planchich, CAMPO



An online resource that tracks and reports on our investment in Wake County’s transit network

There are two documents that form the foundation of the Wake Transit Performance Tracker. The Wake Transit Plan is a citizen-approved transit investment program that sets overarching program goals, known as the four big moves. Since the plan’s initial adoption, other Wake Transit documents have identified and defined additional performance targets.

The annual Wake Transit Work Plan outlines the specific transit services, programs and capital projects that will be funded in the upcoming fiscal year (July to June). It also includes our multi-year investment strategy which lists the service and infrastructure investments planned to be funded in future years covered by the Wake Transit Plan.

Wake Transit Plan	Wake Transit Work Plan
Adopted in 2016, Update in 2021	Adopted each year in June
Planning Period: FY2021-2030	Planning Period: July 1-June 30
Sets investment goals for a ten-year period	Defines specific investments for the next year
Is updated every 5 years	Is developed every year
Contains a broad vision for investment	Lists specific service & construction projects
Is based on estimated financial assumptions	Allocates funding to each specific investment

The Performance Tracker will be updated twice each calendar year and will be housed on the Wake Transit webpages located on GoForwardNC.org/Wake. It will provide staff, partners, stakeholders, and community members the option to view Wake Transit program performance information in one online location.

There are 2 components of the Wake Transit Performance Tracker. The **Interactive Project Map** includes information on service and infrastructure projects that have been completed, are underway, will be funded in the next fiscal year, or are scheduled to receive funding in future years. Users can also visit the **Program Performance Dashboard**, a graphic-driven, printable, program-level progress report showing how our transit investments made to date are contributing to the accomplishment of set Wake Transit program goals and objectives.

May 2020 - June 2021 Wake Transit Performance Tracker Development Timeline

2020 May-June	July-September	October-December	January-March	April-May	2021 June
Finalize the project scope & schedule, conduct consultant selection, kick-off initial development	Engage the core technical team, develop functional specifications, set design elements	Back end structure is being developed, Compilation of the dashboard data for publication online	Site development continues, Map data and shape files are compiled through FY2022	Testing phase: Alpha test in April, Beta test with stakeholders occurs in May	Finalize and launch the Wake Transit Performance Tracker, execute a community awareness campaign

The Wake Transit Performance Tracker is expected to go live in late spring/early summer 2021 at:

WakeTransitTracker.com

If you have questions please email staff@waketransittracker.com



Project Update & Beta Test Invitation

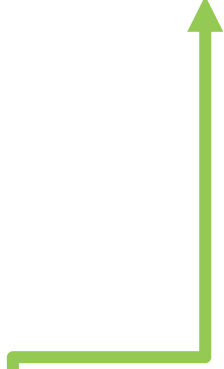
GoTriangle Presentation, May 6, 2021

Stephanie Plancich, CAMPO

The Wake Transit Performance Tracker is an online resource that tracks and reports on our investment in Wake County’s transit network.

**PROGRAM
PERFORMANCE
DASHBOARD**

**PROJECT
PROGRESS
MAP**



Project Development Team



Project Sponsor: CAMPO

Project Manager: Stephanie Plancich

PM Team: Evan Koff, Bret Martin and Shelby Powell

Consultant Agency: WSP

CTT Member Agencies:

Raleigh	Morrisville	Apex	Wake County
Cary	Wake Forest	CAMPO	GoTriangle

Development Timeline – Planning Calendar

Timeframe	Action Items
 May 2020	Finalize the project scope Execute consultant contract Begin data collection and compilation Create project overview materials
 June 2020	Give project presentations to TPAC & CE Subcommittee Develop & engage a core technical team Set the detailed development schedule Compile map functional specifications
 July 2020 CTT #1	Start webpage design and site mapping Outline user experience for the map Finalize all map functional specifications

Development Timeline – Planning Calendar

<p>✓</p> <p>August 2020 CTT #2</p>	<p>Select the data elements of the dashboard</p> <p>Select dashboard design style & features</p> <p>Outline user experience for the dashboard</p>
<p>✓</p> <p>September-December 2020 CTT #3</p>	<p>Continue data compilation and the content elements for the performance dashboard</p> <p>Timeline and development schedule updates</p> <p>Email a progress update and schedule CTT</p>
<p>✓</p> <p>January-March 2021</p>	<p>Finalize administrative and web management plans</p> <p>Compile and upload performance dashboard data</p> <p>Release of the draft FY22 Wake Transit Work Plan</p> <p>Input updated Wake Transit project data</p> <p>Outline the beta testing process and timeline</p>

Development Timeline – Planning Calendar



<p>April – May 2021 CTT #4</p>	<p>Compile and upload the project map data</p> <p>Execute the alpha testing phase</p> <p>Execute the beta testing phase</p> <p>Draft the community launch strategy with GoTriangle staff support</p>
<p>June 2021 CTT #5</p>	<p>Compile, review & incorporate the testing feedback received</p> <p>Present the final WT Tracker to the TPAC and governing boards</p> <p>Finalize the marketing strategy for community launch</p>
<p>July-September</p>	<p>Community Launch Campaign is executed across Wake County and with regional partners</p>



First look at the Tracker

WAKE TRANSIT PERFORMANCE TRACKER

Project Map & Performance Dashboard

Project Data/Layers

- Investment Type
- Project Status
- Project Sponsor
- Boundary Lines
- Other Features

Legend:

- In Study Phase
- In Development Phases
- Planned in Future Years
- Completed/In Operation

Navigation: About, Glossary, Data Sources, Disclaimer, Tracker Tour, OFF

Search: Type here to search

System Info: 10:43 AM, 5/5/2021

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Wake Transit Performance Tracker x City of Raleigh WebEx Enterprise x +
 waketranstracker.com/map/investment
 Apps COR Time Corecon-IT CAMPO TPAC WebEx GoForward Brandin... Binti-CHS 3rd federal NC NCDHHS: Adoption... Give Feedback Other bookmarks

WAKE TRANSIT PERFORMANCE TRACKER

Project Map & Performance Dashboard

About Glossary Data Sources Disclaimer Tracker Tour OFF

Legend:
 ■ In Study Phase ■ In Development Phases ■ Planned in Future Years ■ Completed/In Operation

Investment Type

Service Investments
 Select All | Deselect All
 Service Type
 Local Bus Services
 Regional/Express Services
 Peak Frequency
 Off-Peak Frequency
 Daily Service Hours

Infrastructure Investments
 Select All | Deselect All
 Park-and-Ride Lots
 Transit Center/Transfer Point
 Bus Rapid Transit
 New Bus Corridor
 Western Corridor
 Southern Corridor
 Northern Corridor
 Remaining Corridors
 Commuter Rail Transit
 Maintenance Facilities

Project Data/Layers
 Investment Type
 Project Status
 Project Sponsor
 Boundary Lines
 Other Features
 Reset Map Clear Filters

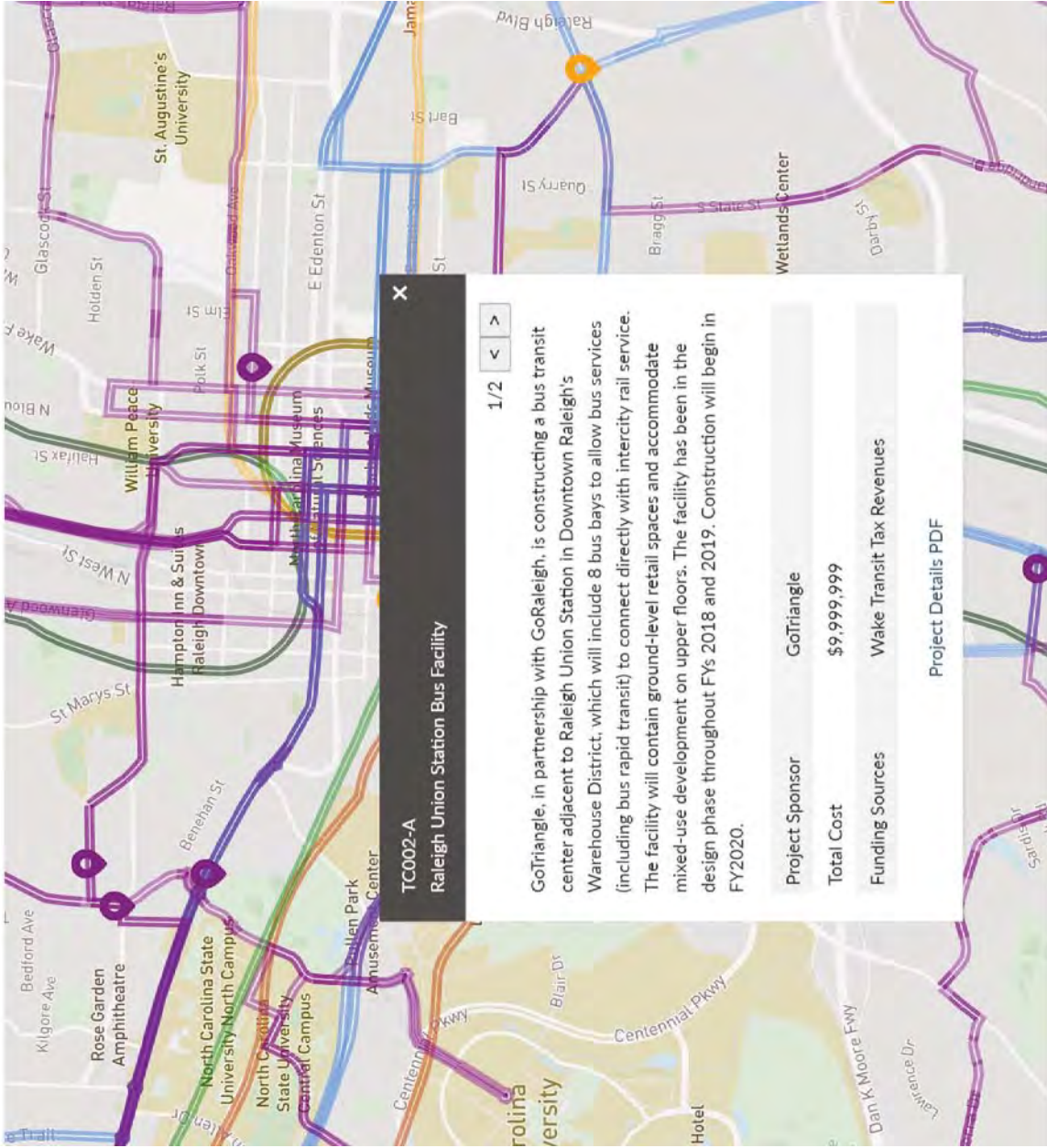
Map showing transit routes in Raleigh, NC, with labels for William B. Umstead State Park, Raleigh, Knightdale, Showell, Wend, and Zebulon.

View Performance Dashboard

https://waketranstracker.com/dashboard
 Type here to search
 10:46 AM 5/5/2021

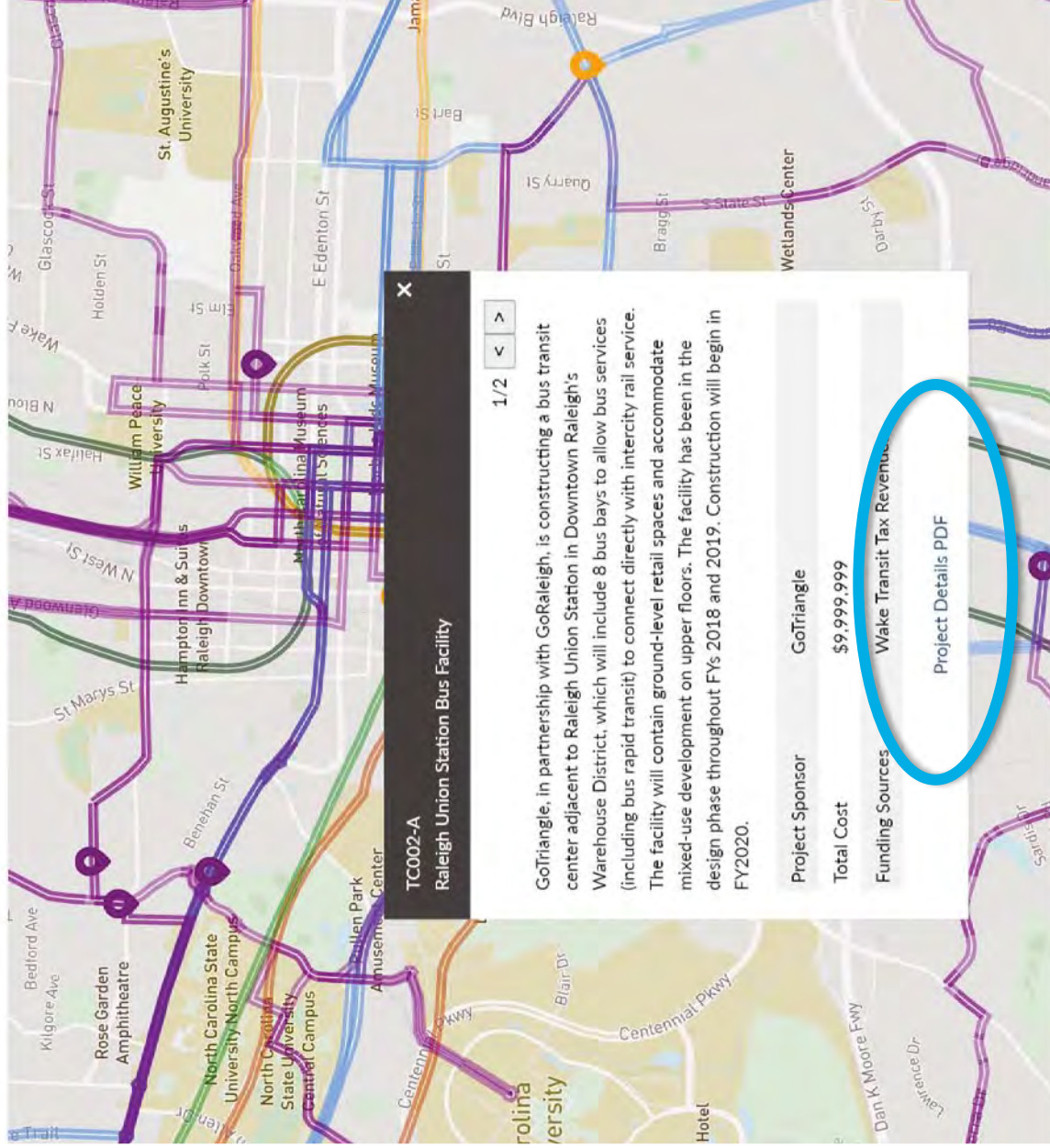
GO FORWARD
 A COMMUNITY INVESTMENT IN TRANSIT

Each map feature is clickable to a project overview pop-up box.



GO FORWARD
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By clicking the “Project Details PDF” button on the bottom of the box, users will open an expanded details sheet that is printable.



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If there is more than one investment located in the area the user clicked in they will have the option to click through those records in the top right corner of the box.

TC002-A
Raleigh Union Station Bus Facility

GoTriangle, in partnership with GoRaleigh, is constructing a bus transit center adjacent to Raleigh Union Station in Downtown Raleigh's Warehouse District, which will include 8 bus bays to allow bus services (including bus rapid transit) to connect directly with intercity rail service. The facility will contain ground-level retail spaces and accommodate mixed-use development on upper floors. The facility has been in the design phase throughout FYs 2018 and 2019. Construction will begin in FY2020.

Project Sponsor	GoTriangle
Total Cost	\$9,999,999
Funding Sources	Wake Transit Tax Revenues

Project Details PDF

1/2 < >

View Performance Dashboard

SERVICE **COVERAGE** **IMPROVEMENTS** **RIDERSHIP**

GOAL Overall increase in ridership growth

Growth in ridership (in terms of unlinked trips)

Year	Ridership (unlinked trips)
2017	~6200K
2018	~6400K
2019	~6500K
2020	~6800K

GOAL Overall participation in the Youth GoPass program

Total number of Youth GoPass boardings on Wake County routes

FY2020
124,861

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GOAL Build a commuter rail system linking Wake County to the region
37-miles of commuter rail regional service

Planning progress, during study phases, then construction actuals

Great Triangle Commuter Rail

Pre-Planning

Planning

Final Design

Preliminary Engineering

Construction

GOAL Build a bus rapid transit network

Type here to search

10:23 AM 5/5/2021

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Wake Transit Performance Tracker x City of Raleigh WebEx Enterprise x +
waketranstracker.com/dashboard/improvements
 Apps COR Time Coreon-IT HIFI - NC Capital Ar... CAMPO TPAC WebEx GoForward Brandin... Binti-CHS 3rd federal NC NCDHHS: Adoption... Give Feedback Other bookmarks

Growth in fixed-route vehicle revenue hours

435.4K miles

Revenue Hours (K)
300K
350K
400K
450K
500K
550K
600K
650K
700K
750K
800K
850K
900K
950K
1000K

Current number of route miles on the frequent network

30 Miles

Route Miles
0
5
10
15
20
25
30
35
40
45
50
55
60
65
70
75
80

GOAL Progress growing demand-response output

Growth in number of demand-response trips

Year	Trips (K)
2017	~650K
2018	~750K
2019	~850K
2020	~950K

GOAL Total number of vehicle revenue hours funded through the Community Funding Area Program

Growth in number of local transit vehicle revenue hours as a result of CFAP investment

Year	Revenue Hours (K)
2019	~0.5K
2020	~6.5K

<https://waketranstracker.com/dashboard/improvements>

Type here to search

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 A COMMUNITY INVESTMENT IN TRANSIT

Beta Testing Phase

Beta Testing

Beta Test Period: May 17th – May 28th

Target Participation: 50-75 people

Beta Test Goals:

- Find out if testers see any gaps or run into challenges on the site
- Receive feedback on the overall design, layout, and accessibility of the site
- Gather a quantifiable score rating focused on the tester’s experience
- Find out if the testers understand what they are looking at

Beta Testing

Tester Types:

Technical Testers: likely to provide, but not limited to providing, feedback to the overall structure and usefulness of the information, as well as on design and usability.

Marketing/Communications Testers: likely to provide, but not limited to providing, feedback on user-friendliness, accessibility, design and clarity of the information to the general public.

General Community Testers: provide an unbiased perspective on their personal experience in navigating through the site. General public testers are located across Wake County and represent the diverse population groups served by the Wake Transit Plan. They provide a wide range of feedback depending on their understanding of the subject matter and field of expertise.

Beta Testing

Tester Engagement:

- Beta Test Invitations emailed out the week of April 26th
- Deadline to join to beta test group is Friday, May 7th
- All testers will receive a Welcome Packet with process details and access information the week of May 10th
- Total time commitment is 45-60 minutes spread over the 2-week period

Beta Testing

Tester Engagement:

- Testers will receive 3 unique “Activity Emails” during the test period
 - 2-3 questions/tasks to complete in different areas of the Tracker
 - Dashboard Ex. How many Youth GoPass Trips were taken in FY2019?
 - Map Ex. What year was construction funded for the New Bern BRT project?
- There are no meetings or set activity schedules to follow so testers can fit in visit to the Tracker as their calendars allow.
- All feedback forms must be submitted by end of day on Friday, May 28th.

Questions or Comments?



Connecting all points of the Triangle

MEMORANDUM

TO: GoTriangle Board of Trustees Operations & Finance Committee
FROM: Finance & Administrative Services
DATE: April 21, 2021
SUBJECT: Wake Transit FY 2021 Q4 Wake Transit Work Plan/Budget Amendment

Strategic Objective or Initiative Supported

Implement the Wake Transit Plan with Transit Planning Advisory Committee.

Action Requested

Staff requests that the GoTriangle Operations & Finance Committee recommend Board approval of the FY21 Q4 Wake Transit Work Plan amendments. A total of eight (8) amendments have been included for a total financial impact \$680,734.

Background and Purpose

Seven (7) major amendments

1. Wake Forest Loop (B): Reverse Circulator
2. GoCary Complementary ADA Services
3. Weston Parkway Route
4. Sunday Service, Holiday Hours and Extended Paratransit
5. Alternative Fuel Vehicle Acquisition Matching Grants
6. Wake Bus Rapid Transit (BRT) Facility: Northern Corridor - Alternatives Refinement, Project Development, and Final Design
7. New Bern Corridor Bus Rapid Transit Facility

One (1) minor amendment

1. Increase Midday Frequencies on Pre-Existing Routes

Included in these attachments has been submitted for approval:

- Memorandum from TPAC Administrator
- Proposed FY 2019 Q1 Amendment List
- Detailed Individual Project Amendment Request
- TPAC Budget & Finance committee Disposition Memo & Table Summary



At the time of the Operations & Finance Committee receiving this item, TPAC will have reviewed and recommended this amendment to both the CAMPO Executive Board and the GoTriangle Board of Trustees. The CAMPO Executive Board will be reviewing this item during the May 19th Executive Board Meeting.

Financial Impact

The proposed amendments, if recommended by this committee and approved by the Board of Trustees, will increase the Wake Transit Work Plan by \$680,734.

Attachments

- Budget change impact
- TPAC memorandum and background

Staff Contacts

- Steven Schlossberg, (919) 485-7590, sschlossberg@gotriangle.org
- Sandra Freeman, (919) 485-7415, sfreeman@gotriangle.org





FY 2021 Wake Transit Work Plan Q4 Amendments

GoTriangle Operations and Finance Committee
May 6, 2021

FY21 – Q4 Wake Transit Work Plan Amendment

- A Total of 8 Amendments have been submitted for approval

Seven (7) Major Amendments

1. Add Saturday Service to the *Wake Forest Reverse Circulator*
2. Adjust the scope for *GoCary's Sunday Service, Holiday Hours and Extended Paratransit*
3. Adjust the scope for *GoCary's Complimentary ADA service*
4. Adjust the scope for *GoCary's Weston Parkway Route*
5. Expand the scope for the *City of Raleigh's Northern BRT Alternative Analysis*
6. Allocate funds to the *City of Raleigh's New Bern BRT project* to incorporate Art
7. Eliminate the funding allocation for the local match to purchase *Alternative Fuel Vehicles*

One (1) Minor Amendment

1. Adjust the budget for *GoCary's increase Midday Frequencies on Pre-Existing Routes project*

FY21 – Q4 Wake Transit Work Plan Amendment

Seven (7) Major Amendments

1. Add Saturday Service to the *Wake Forest* Reverse Circulator
2. Adjust the scope for *GoCary's* Sunday Service, Holiday Hours and Extended Paratransit
3. Adjust the scope for *GoCary's* Complimentary ADA service
4. Adjust the scope for *GoCary's* Weston Parkway Route
5. Expand the scope for the *City of Raleigh's* Northern BRT Alternative Analysis

6. Allocate funds to the City of Raleigh's New Bern BRT project to incorporate Art

7. Eliminate the funding allocation for the local match to purchase Alternative Fuel Vehicles

One (1) Minor Amendment

1. Adjust the budget for *GoCary's* increase Midday Frequencies on Pre-Existing Routes project

The *Budget and Finance Subcommittee Work Task List* includes the initiative to develop funding guidelines for incorporating art and culture elements into Wake Transit capital projects.

The final amendment was adjusted so up to \$250K of the requested \$500K will be made available to the project upon approval of this amendment request. The full amount will be made available if the policy allows for the requested \$500K to meet adopted guidelines, but the minimum amount allowed, regardless of policy outcome is \$250K.

Funding Guidelines Policy is anticipated to be presented to executive boards in September.

FY21 – Q4 Wake Transit Work Plan Amendment

Financial Impact

Ordinance Tag	Agency	Description	Wake Transit Adopted Funding	Wake Transit Proposed Amended Budget	Revised Adopted Wake Transit Plan Funding
Community Funding Area	Town of Wake Forest	Wake Forest Loop B: Reverse Circulator	337,888	19,266	357,154
Bus Operations	Town of Cary	GoCary Complementary ADA Services	86,668	38,332	125,000
Bus Operations	Town of Cary	Increase Midday Frequencies on Pre-Existing Routes	438,962	36,038	475,000
Bus Operations	Town of Cary	Sunday Service, Holiday Hours and Extended Paratransit	528,177	(74,370)	453,807
Bus Operations	Town of Cary	Weston Parkway Route	758,874	-	758,874
Wake Transit Operating Expenditures				\$ 19,266	
Bus Rapid Transit	City of Raleigh	Wake Bus Rapid Transit (BRT) Facility: Northern Corridor - Alternatives Refinement, Project Development, and Final Design	5,539,515	-	5,539,515
Bus Rapid Transit	City of Raleigh	New Bern Corridor Bus Rapid Transit Facility	28,220,000	500,000	28,720,000
Bus Acquisition	CAMPO / Resene	Alternative Fuel Vehicle Acquisition Matching Grants	1,200,000	(1,200,000)	-
Wake Transit Capital Expenditures				\$ (700,000)	
Total Financial Impact - FY21 Wake Transit Work Plan				\$ (680,734)	

*Total Financial Impact - \$680,734
No Public Comments Submitted*

TPAC recommended – April 21st

Questions?

FY21 Budget Change Impact -Wake Transit Plan

	<u>Revenue</u>	<u>Expenditures</u>	<u>Reserve/Cash Impact</u>	<u>Fund Affected</u>	<u>Comments</u>
FY21 Approved Budget	\$ 228,095,113	\$ 208,239,169	\$19,855,944		
Amended FY21 Budget (Jan 2021)	\$ 237,394,923	\$ 217,538,979	\$ 19,855,944		
Town of Wake Forest (Community Funding Area - Operating)	-	19,266	19,266	43	Add Saturday Service to the Wake Forest Reverse Circulator
Community Funding Area - Reserve	-	(19,266)	(19,266)	43	Unallocated FY21 Community Funding Area funds to offset the Work Forest Amendment
City of Raleigh (GoRaleigh - Capital)	-	500,000	500,000	43	Allocate funds to the City of Raleigh's New Bern BRT project to incorporate ART
Project Capital Reserve	(1,200,000)	(1,200,000)	0	43	Eliminate the funding allocation for the local match to purchase Alternative Fuel Vehicles
Prior Year Reserve	500,000	-	(500,000)	43	Allocate prior year fund balance for FY21-Q4 Amendments
Changes from Amendments	\$ 236,694,923	\$ 216,838,979	\$ 19,855,944		

ATTACHMENT C

WAKE COUNTY TRANSIT PLAN: IMPLEMENTATION

From: Bret Martin, Wake Transit Program Manager, Capital Area MPO

To: Wake County Transit Planning Advisory Committee (TPAC)

Date: 4/13/2021

Re: Summary of Requested FY 2021, 4th Quarter Work Plan Amendments

A total of eight (8) amendments to the fiscal year (FY) 2021 or a prior year Wake Transit Work Plan have been requested by various project sponsors, including the Towns of Wake Forest and Cary, City of Raleigh, and CAMPO, for consideration by the TPAC. The amendment requests were reviewed by CAMPO staff to determine the appropriate amendment type classifications (major versus minor) as outlined in the Wake Transit Work Plan Amendment Policy. Seven (7) of the amendment requests were categorized as 'Major Amendments' for at least one (1) of the following reasons:

- 1) Amendment request involves a significant change in scope;
- 2) Amendment request involves a financial impact requiring a change in fund balance; or
- 3) Amendment request involves a project requested to be removed from a Work Plan.

One (1) of the amendment requests falls into the 'Minor Amendment' category. The amendment requests were released for public comment between March 19, 2021, and April 18, 2021. No public comments have been received to date in response to the amendment requests.

Attached to this memorandum are the following:

- Proposed FY 2021 Q4 Amendment List (released for public comment) and Financial Disposition
- Completed Amendment Request Forms for Amendment Requests (released for public comment)
- Joint Budget & Finance/Planning & Prioritization Subcommittee Disposition Memo and Voting Record

A scope and financial disposition for the amendment requests was developed by the Planning & Prioritization and Budget & Finance Subcommittees and recommended to the TPAC at a joint meeting held on April 6th, with a unanimous finding that the changes to the scopes of work for the projects requested to be modified are appropriate for the continued implementation of the Wake County Transit Plan and that funding the requests does not involve an unwarranted use of funds, with one exception. For the amendment request to include design and integration of art elements into the construction of the New Bern Avenue Bus Rapid Transit (BRT) facility (project TC005-A1) and to add commensurate funding, the subcommittees rendered the following recommendation:

- Up to \$250,000 of the requested \$500,000 should be made available to the project immediately upon approval by the CAMPO Executive Board and GoTriangle Board of Trustees of the amendment request;
- That the full amount requested for the design and integration of art be made available (\$500,000) to the project if and when an art funding eligibility policy currently under development is adopted by the CAMPO Executive Board and GoTriangle Board of Trustees if the policy ultimately allows for the requested amount of \$500,000 to be funded under the policy; and
- If the adopted art funding eligibility policy's allowable amount for the subject project is more restrictive than the \$500,000 request, the amount made available to the project should be the greater of \$250,000 or the maximum permissible amount allowable for the subject project under the adopted policy, up to \$500,000.

FY 2021, Quarter 4, Requested Wake Transit Work Plan Amendments

REQUESTED MAJOR/MINOR AMENDMENTS

Project ID #	Agency	Project Title	FY20 Original Funding Allocation	FY 21 Original Funding Allocation	FY21 Requested Funding Allocation	FY 21 Funding Impact	Reason for Major/Minor Amendment Status
Operating Budget Amendment Requests							
TO005-AA	Town of Wake Forest	Wake Forest Loop: Reverse Circulator	\$ 214,057	\$ 337,888	\$ 357,154	\$ 19,266	Major Amendment: Amendment request involves a change in scope to include Saturday service and involves a financial impact requiring a change in fund balance.
TO004-B		Increase Midday Frequencies on Pre-Existing Routes	\$ 455,471	\$ 438,962	\$ 475,000	\$ 36,038	Minor Amendment: Change to budget allocation that, combined with the other Town of Cary amendment requests, does not require a change in fund balance or reserves.
TO005-BI	Town of Cary	GoCary Complementary ADA Services	\$ -	\$ 86,668	\$ 125,000	\$ 38,332	Major Amendment: Amendment request involves a change in scope to include complementary ADA services on Sundays and holidays originally included under project TO004-A. Does not require a change in fund balance or reserves when combined with the other Town of Cary amendment requests.
TO004-A		Sunday Service, Holiday Hours and Extended Paratransit	\$ 598,676	\$ 528,177	\$ 453,807	\$ (74,370)	Major Amendment: Amendment request involves a change in scope to remove ADA/paratransit service on Sundays and holidays from the project and include it under project TO005-BI.
TO005-H		Weston Parkway Route	\$ 824,919	\$ 758,874	\$ 758,874	\$ -	Major Amendment: Amendment request involves a change in scope to operate the service at a frequency of 30 minutes during its full span rather than at 30 minutes during peak periods and 60 minutes during off-peak periods.
Total Operating Funding Impact \$						19,266	
Capital Budget Amendment Requests							
Project ID #	Agency	Project Title	Original Prior Year Funding Allocation	Requested Funding Allocation	Funding Impact	Reason for Major/Minor Amendment Status	
TC001-G	Capital Area MPO	Alternative Fuel Vehicle Acquisition Matching Grants	\$ -	\$ 1,200,000	\$ (1,200,000)	Major Amendment: Project funding was originally allocated/encumbered in the FY 2019 Wake Transit Work Plan. Amendment request involves a project requested to be removed from the FY 2019 Work Plan.	
TC005-A4	City of Raleigh	Wake Bus Rapid Transit (BRT) Facility: Northern Corridor - Alternatives Refinement, Project Development, and Final Design	\$ 5,539,515	\$ 5,539,515	\$ -	Major Amendment: Amendment request involves a change in scope to expand the study area for further alternatives refinement and analysis, project development, and final design FROM between downtown Raleigh and Crabtree Blvd TO between downtown Raleigh and Triangle Town Center and between downtown Raleigh and North Hills.	

TC005-A1	New Bern Corridor Bus Rapid Transit Facility	\$	28,220,000	\$	28,720,000	\$	500,000	Major Amendment: Amendment request involves a change in scope to include design and integration of art elements into the construction of the New Bern Corridor BRT facility and involves a financial impact requiring a change in fund balance.
Total Capital Funding Impact \$ (700,000)								

Distributed for Public Comment on 3/19/2021
 Public Comments Accepted Through 4/18/2021
 Submit all comments to Bret Martin, Wake Transit Program Manager - Bret.Martin@campo-nc.us or 919-996-4410



Wake County Transit Planning Advisory Committee TPAC Budget and Finance

Financial Disposition: April 6, 2021

Discussion:

The Budget Amendment process requires the review and provision of a financial disposition of all Major/Minor amendments that are submitted by the Transit Planning Advisory Committee (TPAC) Budget and Finance Subcommittee.

All minor and major budget amendments must be approved by the Capital Area Metropolitan Planning Organization (CAMPO) Executive Board and GoTriangle Board of Trustees.

Requested Items for Committee Disposition:

Major Amendment – Seven (7) Amendments

- 1) **Wake Forest Loop (B): Reverse Circulator** - The Town of Wake Forest, in partnership with GoRaleigh, implemented a reverse circulator that adds service in the opposite direction of the original circulator loop. The current agreement provides matching funding for weekday service only. The proposed amendment requests matching funding to operate Saturday service on the reverse circulator.
- 2) **GoCary Complementary ADA Services** – The Town of Cary amendment impacts only FY21 and consolidates all Complementary ADA Services into one project. The request more accurately reflects the inclusion of associated capital costs and allows for improved tracking and reporting.
- 3) **Weston Parkway Route** – The Town of Cary amendment includes a scope adjustment for this project. In previous work plans, the scope was inaccurately described as having non-peak frequencies of 60 minutes and peak frequencies of 30 minutes. The amendment is submitted to include 30-minute frequencies for the full span of service to match the rest of GoCary’s service.
- 4) **Sunday Service, Holiday Hours and Extended Paratransit** – The Town of Cary amendment request involves a change in scope to remove ADA/paratransit service on Sundays and holidays from the project and include it under project TO005-BI (*GoCary Complementary ADA Services*).
- 5) **Alternative Fuel Vehicle Acquisition Matching Grants** – The amendment request is to remove Project TC001-G from the FY 2019 Work Plan capital budget unencumbering \$1.2M from the project and reclassifying it as unassigned in the fund balance. The project is currently indexed under the reserve title and has zero project activity since inspection.
- 6) **Wake Bus Rapid Transit (BRT) Facility: Northern Corridor - Alternatives Refinement, Project Development, and Final Design** – The City of Raleigh amendment incorporates additional analysis for the Wake BRT Northern Corridor to include a larger study area (Triangle Town Center and North Hills) for further corridor refinement prior to identification of a Locally Preferred Alternative (LPA) and entrance into Project Development (PD).
- 7) **New Bern Corridor Bus Rapid Transit Facility** – The City of Raleigh amendment allows for the integration of art to the Wake Bus Rapid Transit (Wake BRT) New Bern Avenue.

Minor Amendment – One (1) Amendment

- 1) **Increase Midday Frequencies on Pre-Existing Routes** – The Town of Cary adjustment only impacts FY21 and more accurately reflects the inclusion of associated capital costs. Funds are re-allocated from another project within the budget ordinance, and the scope of the project does not change.

Financial Impact of Proposed Amendments:

The FY21 Town of Wake Forest Community Funding Area Operating budget will increase \$19,266

The FY21 City of Raleigh Bus Rapid Transit Capital budget will increase \$500,000

The FY21 Town of Cary budget amendments will have a net \$0 effect to the budget

The Prior year adopted Reserve Bus Acquisition Capital budget will decrease \$1,200,000

Net Impact to Wake Transit Plan = \$680,734

FY21-Q4 Amendment Financial Impact

Ordinance Tag	Agency	Description	Wake Transit Adopted Funding	Wake Transit Proposed Amended Budget	Revised Adopted Wake Transit Plan Funding
Community Funding Area	Town of Wake Forest	Wake Forest Loop B: Reverse Circulator	337,888	19,266	357,154
Bus Operations	Town of Cary	GoCary Complementary ADA Services	86,668	38,332	125,000
Bus Operations	Town of Cary	Increase Midday Frequencies on Pre-Existing Routes	438,962	36,038	475,000
Bus Operations	Town of Cary	Sunday Service, Holiday Hours and Extended Paratransit	528,177	(74,370)	453,807
Bus Operations	Town of Cary	Weston Parkway Route	758,874	-	758,874
Wake Transit Operating Expenditures			\$	\$ 19,266	
Bus Rapid Transit	City of Raleigh	Wake Bus Rapid Transit (BRT) Facility: Northern Corridor - Alternatives Refinement, Project Development, and Final Design	5,539,515	-	5,539,515
Bus Rapid Transit	City of Raleigh	New Bern Corridor Bus Rapid Transit Facility	28,220,000	500,000	28,720,000
Bus Acquisition	CAMPO / Reserve	Alternative Fuel Vehicle Acquisition Matching Grants	1,200,000	(1,200,000)	-
Wake Transit Capital Expenditures			\$	\$ (700,000)	
Total Financial Impact - FY21 Wake Transit Work Plan			\$	\$ (680,734)	

Wake Transit Project ID #
TO005-AA

**FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital**

FY START DATE
7/1/2020

Type of Amendment **Minor** **Major**

Minor amendment – Required when there is:
 A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
 A transfer of funds between budget ordinance appropriations but requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
 Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:
 A project requested to be added to the Work Plan
 A project requested to be removed from the Work Plan
 Significant changes in scope of funded project
 A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
 A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
 Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
Wake Forest Loop: Reverse Circulator	Town of Wake Forest	Dylan Bruchhaus - Planner II	Base Year	\$ 357,154
		dbruchhaus@wakeforestnc.gov	Recurring	\$ 2,338,442
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
N/A	N/A	N/A	Base Year	\$ -
			Cumulative	\$ -
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
As part of the Community Funding Area Program, the Town of Wake Forest, in partnership with the City of Raleigh/GoRaleigh, implemented a reverse circulator that adds service in the opposite direction of the original circulator loop. The current agreement provided matching funding for weekday service only. The proposed amendment requests matching funding for currently operating Saturday service on the reverse circulator.				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TO005-AA	Wake Forest Loop: Reverse Circulator	Bus Operations	\$ 19,266		Increase of \$19,266 from \$337,888 to the FY21 CFA program 30% cap of \$357,154
TOTAL			\$ 19,266	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TOTAL			\$ -	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ 19,266
		Recurring	
	Estimated Capital Cost	Base Year	\$ -
		Cumulative	\$ -

Project Justification / Business Case Provide responses to EACH of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.

4. Is this New/Amended project Operating, Capital or Both? **Operating** **Capital** **Both**

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

The requested funds would be for FY2021 and future fiscal years.

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

If the request is funded, the Town will continue to operate Saturday service along the reverse circulator (Loop B). If the request is denied, there will be no change in service.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

- a) Revenue hours of service, ridership, passenger boarding's per revenue hour, operating cost per passenger boarding, on-time performance
- b)
- c)

8. List any other relevant information not addressed.

Saturday service is already counting towards the Wake Transit quarterly performance measures and reported statistics. The Town is currently using portion of the cost of Loop A Saturday service as the local match for Loop B.

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	-	-
Bus Operations:							
Estimated Hours	4,413	4,413	4,413	4,413	4,413	4,413	4,413
Cost per Hour	88	93	93	93	93	93	93
Estimated Operating Cost	386,094	411,422	411,422	411,422	411,422	411,422	411,422
Bus Leases	-	-	-	-	-	-	-
Park & Ride Lease	-	-	-	-	-	-	-
Other (Loop A Local Match)	(44,401)	(47,313)	(47,313)	(47,313)	(47,313)	(47,313)	(47,313)
Other	-	-	-	-	-	-	-
Subtotal: Bus Operations	341,693	364,108	364,108	364,108	364,108	364,108	364,108
Other: Overage	15,461	1,975	11,127	20,508	30,123	39,979	50,081
Other: Database Hosting	-	-	-	-	-	-	-
Other: Supplies and Materials	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	357,154	366,083	375,235	384,616	394,231	404,087	414,189

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA	\$ -	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Land - Right of Way	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	-	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

The future cost of \$93.24 FY22-FY27 is based on our GoRaleigh contracted rate that will increase from \$87.50 in year FY21. The growth (Other: overage) is based on escalating \$357,154 by 2.5% through FY27.

Wake Transit Project ID #
TO004-B

**FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital**

FY START DATE
7/1/2020

Type of Amendment **Minor** **Major**

Minor amendment – Required when there is:

- A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
- A transfer of funds between budget ordinance appropriations but requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:

- A project requested to be added to the Work Plan
- A project requested to be removed from the Work Plan
- Significant changes in scope of funded project
- A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
- A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
Increase Midday Frequencies	Town of Cary / GoCary	Kelly Blazey, Transit Administrator kelly.blazey@townofcary.org	Base Year	\$ -
			Recurring	\$ -
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
July 1, 2020	June 30, 2021		Base Year	\$ -
			Cumulative	\$ -
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
The Town of Cary is adjusting five (5) bus operations projects to more accurately reflect the cost of service and associated capital (vehicles). This results in minor budgetary and scope changes to each.				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TO004-B	Increase Midday Frequencies	Bus Operations	\$ 36,038		This change is only for FY21. A corrected amount for FY22 has already been submitted as a comment to the FY22 Draft Work Plan.
TOTAL			\$ 36,038	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TO004-A	Sunday Service All Routes, Expanded Paratransit & Holiday Hours	Bus Operations	\$ (36,038)		This change is only for FY21. A corrected amount for FY22 has already been submitted as a comment to the FY22 Draft Work Plan.
TOTAL			\$ (36,038)	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ -
		Recurring	\$ -
	Estimated Capital Cost	Base Year	\$ -
		Cumulative	\$ -

Project Justification / Business Case	Provide responses to <u>EACH</u> of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.
--	--

4. Is this New/Amended project Operating, Capital or Both? **Operating** **Capital** **Both**

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

This adjustment is for FY21. It more accurately reflects the inclusion of associated capital costs. This adjustment only impacts FY21 - a corrected budget for FY22 has been submitted as a comment on the Draft Work Plan.. There is no change to the scope.

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

If this request is funded, we will be able to request full reimbursement of the costs associated with an Increase in Midday Frequencies for FY21. If this request is not funded, we will have a shortfall, with excess remaining in TO004-A.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

- a) Revenue Hours of Service
- b) Ridership / Passenger Boardings per Revenue Hour / Operating Cost per Passenger Boarding
- c) Farebox Recovery / On-time Performance

8. List any other relevant information not addressed.

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes			-	-	-	-	-
Contracts			-	-	-	-	-
Bus Operations:							
Estimated Hours			-	-	-	-	-
Cost per Hour			-	-	-	-	-
Estimated Operating Cost	-	-	-	-	-	-	-
Bus Leases			-	-	-	-	-
Park & Ride Lease			-	-	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
Subtotal: Bus Operations	-	-	-	-	-	-	-
Other: Administrative							
Other: Database Hosting			-	-	-	-	-
Other: Supplies and Materials			-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA	\$ -	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Land - Right of Way	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	-	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

FY21 actual costs for Q1 and Q2 equal \$235,000, to include fuel and vehicle costs.

Wake Transit Project ID #
TO005-BI

**FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital**

FY START DATE
7/1/2020

Type of Amendment **Minor** **Major**

Minor amendment – Required when there is:
 A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
 A transfer of funds between budget ordinance appropriations bus requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
 Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:
 A project requested to be added to the Work Plan
 A project requested to be removed from the Work Plan
 Significant changes in scope of funded project
 A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
 A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
 Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
GoCary Complementary ADA Services	Town of Cary / GoCary	Kelly Blazey, Transit Administrator kelly.blazey@townofcary.org	Base Year	\$ -
			Recurring	\$ -
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
July 1, 2020	June 30, 2021		Base Year	\$ -
			Cumulative	\$ -
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
The Town of Cary is adjusting five (5) bus operations projects to more accurately reflect the cost of service and associated capital (vehicles). This results in minor budgetary and scope changes to each.				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TO004-BI	GoCary Complementary ADA Services	Bus Operations	\$ 38,332		This change is only for FY21. A corrected amount for FY22 has already been submitted as a comment to the FY22 Draft Work Plan.
TOTAL			\$ 38,332	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TO004-A	Sunday Service All Routes, Expanded Paratransit & Holiday Hours	Bus Operations	\$ (38,332)		This change is only for FY21. A corrected amount for FY22 has already been submitted as a comment to the FY22 Draft Work Plan.
TOTAL			\$ (38,332)	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ -
		Recurring	\$ -
	Estimated Capital Cost	Base Year	\$ -
		Cumulative	\$ -

Project Justification / Business Case	Provide responses to <u>EACH</u> of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.
--	--

4. Is this New/Amended project Operating, Capital or Both? **Operating** **Capital** **Both**

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

This adjustment is for FY21. It consolidates all Complementary ADA Services into one project, which also more accurately reflects the inclusion of associated capital costs and allows for improved tracking and reporting. This adjustment only impacts FY21 - a corrected budget for FY22 has been submitted as a comment on the Draft Work Plan.

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

If this request is funded, we will be able to request full reimbursement of the costs associated with Complementary ADA Services for FY21. If this request is not funded, we will have a shortfall, with excess remaining in TO004-A.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

a)	Revenue Hours of Service
b)	Ridership / Passenger Boardings per Revenue Hour / Operating Cost per Passenger Boarding
c)	Farebox Recovery / On-time Performance

8. List any other relevant information not addressed.

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes			-	-	-	-	-
Contracts			-	-	-	-	-
Bus Operations:							
Estimated Hours			-	-	-	-	-
Cost per Hour			-	-	-	-	-
Estimated Operating Cost	-	-	-	-	-	-	-
Bus Leases			-	-	-	-	-
Park & Ride Lease			-	-	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
Subtotal: Bus Operations	-	-	-	-	-	-	-
Other: Administrative							
Other: Database Hosting			-	-	-	-	-
Other: Supplies and Materials			-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA	\$ -	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Land - Right of Way	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	-	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

FY21 actual costs for Q1 and Q2 equal \$58,690, to include fuel and vehicle costs. Q3 and Q4 will see a slight increase with the expansion of our Tier 1 service boundary in January.

Wake Transit Project ID #
TO005-H

**FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital**

FY START DATE
7/1/2020

Type of Amendment **Minor** **Major**

Minor amendment – Required when there is:
 A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
 A transfer of funds between budget ordinance appropriations bus requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
 Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:
 A project requested to be added to the Work Plan
 A project requested to be removed from the Work Plan
 Significant changes in scope of funded project
 A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
 A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
 Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
New Route - Weston Parkway	Town of Cary / GoCary	Kelly Blazey, Transit Administrator kelly.blazey@townofcary.org	Base Year	\$ -
			Recurring	\$ -
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
July 1, 2020	June 30, 2021		Base Year	\$ -
			Cumulative	\$ -
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
The Town of Cary is adjusting five (5) bus operations projects to more accurately reflect the cost of service and associated capital (vehicles). This results in minor budgetary and scope changes to each.				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TO004-H	New Route - Weston Parkway	Bus Operations	\$ -	\$ -	This is a scope change only. There is no financial impact to FY21. A corrected budget for FY22 has already been submitted as a comment to the FY22 Draft Work Plan.
TOTAL			\$ -	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TOTAL			\$ -	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ -
		Recurring	\$ -
	Estimated Capital Cost	Base Year	\$ -
		Cumulative	\$ -

Project Justification / Business Case	Provide responses to <u>EACH</u> of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.
--	--

4. Is this New/Amended project Operating, Capital or Both? **Operating** **Capital** **Both**

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

This is a scope adjustment is for FY21. In previous work plans, the scope was inaccurately described as having non-peak frequencies of 60 minutes and peak frequencies of 30 minutes. This should be revised to included 30-minute frequencies for the full span of service, to match the rest of our service. There is no financial impact in FY21. A corrected budget for FY22 has been submitted as a comment on the Draft Work Plan.
--

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

If this request is funded, we will be able to request full reimbursement of the costs associated with Complementary ADA Services for FY21. If this request is not funded, we will have a shortfall, with excess remaining in TO004-A.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

- a) Revenue Hours of Service
- b) Ridership / Passenger Boardings per Revenue Hour / Operating Cost per Passenger Boarding
- c) Farebox Recovery / On-time Performance

8. List any other relevant information not addressed.

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes			-	-	-	-	-
Contracts			-	-	-	-	-
Bus Operations:							
Estimated Hours			-	-	-	-	-
Cost per Hour			-	-	-	-	-
Estimated Operating Cost	-	-	-	-	-	-	-
Bus Leases			-	-	-	-	-
Park & Ride Lease			-	-	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
Subtotal: Bus Operations	-	-	-	-	-	-	-
Other: Administrative							
Other: Database Hosting			-	-	-	-	-
Other: Supplies and Materials			-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA	\$ -	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Land - Right of Way	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	-	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

Wake Transit Project ID #
TC001-G

FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital

FY START DATE
7/1/2020

Type of Amendment Minor Major

Minor amendment – Required when there is:

- A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
- A transfer of funds between budget ordinance appropriations but requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:

- A project requested to be added to the Work Plan
- A project requested to be removed from the Work Plan
- Significant changes in scope of funded project
- A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
- A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
Alternative Fuel Vehicle Acquisition	CAMPO	Bret Martin, Wake Transit Program Manager	Base Year	\$ -
		bret.martin@campo-nc.us	Recurring	\$ -
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
05/2021	05/2021		Base Year	\$ -
			Cumulative	\$ -
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
This request is to remove Project TC001-G from the FY 2019 Work Plan capital budget and unencumber the associated funds (\$1.2M) and allowing the funds to fall to fund balance. This funding was first encumbered in FY 2019 to a reserve allocation that was not assigned to a project sponsor. No project activity has occurred to date for this project, and no sub-allocations have been requested by project sponsors on the originally intended timeframe for the project.				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TOTAL			\$ -	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TC001-G	Alternative Fuel Vehicle Acquisition	Vehicle Acquisition	\$ (1,200,000)	\$ -	
TOTAL			\$ (1,200,000)	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ -
		Recurring	\$ -
	Estimated Capital Cost	Base Year	\$ (1,200,000)
		Cumulative	\$ -

Project Justification / Business Case Provide responses to EACH of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.

4. Is this New/Amended project Operating, Capital or Both? Operating Capital Both

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

These unused funds should be unencumbered as quickly as possible to free up encumbered cash that will not be used.

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

If the project is not unfunded, it will continue to tie up cash that could be assumed for other potential investments or cost overruns for already committed investments.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

a)	N/A
b)	N/A
c)	N/A

8. List any other relevant information not addressed.

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes			-	-	-	-	-
Contracts			-	-	-	-	-
Bus Operations:							
Estimated Hours			-	-	-	-	-
Cost per Hour			-	-	-	-	-
Estimated Operating Cost	-	-	-	-	-	-	-
Bus Leases			-	-	-	-	-
Park & Ride Lease			-	-	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
Subtotal: Bus Operations	-	-	-	-	-	-	-
Other: Administrative							
Other: Database Hosting			-	-	-	-	-
Other: Supplies and Materials			-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA	\$ -	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Land - Right of Way	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	-	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

Wake Transit Project ID #
TC005-A4

FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital

FY START DATE
7/1/2020

Type of Amendment Minor Major

Minor amendment – Required when there is:

- A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
- A transfer of funds between budget ordinance appropriations but requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:

- A project requested to be added to the Work Plan
- A project requested to be removed from the Work Plan
- Significant changes in scope of funded project
- A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
- A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
Wake BRT: Northern Corridor	City of Raleigh	Mila Vega, Planning Supervisor	Base Year	\$ -
		mila.vega@raleighnc.gov	Recurring	\$ -
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
April 2020	December 2030		Base Year	
			Cumulative	\$ -
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
Based on the Wake Transit Vision Plan Update recommendation, incorporate additional analysis for the Wake BRT Northern Corridor to include larger study area (Triangle Town Center and North Hills) for further corridor refinement prior to identification of a Locally Preferred Alternative (LPA) and entrance into Project Development (PD).				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
				\$ -	
TOTAL			\$ -	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TOTAL			\$ -	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ -
		Recurring	\$ -
	Estimated Capital Cost	Base Year	
		Cumulative	

Project Justification / Business Case	Provide responses to <u>EACH</u> of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.
--	--

4. Is this New/Amended project Operating, Capital or Both? Operating Capital Both

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

N/A

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

The City of Raleigh will conduct alternatives analysis for the Wake BRT: Northern Corridor.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

- a)

Date of Locally Preferred Alternative Selction (LPA)
--
- b)

Date for entrance into Project Development (PD) for FTA Small Starts Grant
--
- c)

Date of completion of final design for Wake BRT: Northern Corridor
--

8. List any other relevant information not addressed.

N/A

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes			-	-	-	-	-
Contracts			-	-	-	-	-
Bus Operations:							
Estimated Hours			-	-	-	-	-
Cost per Hour			-	-	-	-	-
Estimated Operating Cost	-	-	-	-	-	-	-
Bus Leases			-	-	-	-	-
Park & Ride Lease			-	-	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
Subtotal: Bus Operations	-	-	-	-	-	-	-
Other: Administrative							
Other: Database Hosting			-	-	-	-	-
Other: Supplies and Materials			-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA		-	-	-	-	-	-
Construction							
Equipment		-	-	-	-	-	-
Other (unallocated contingency)							
Land - Right of Way		-	-	-	-	-	-
TOTAL CAPITAL COSTS	-	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

Wake Transit Project ID #
TC005-A1

**FY 2021
Wake Transit Work Plan
Project Amendment Request Form
Operating and/or Capital**

FY START DATE
7/1/2020

Type of Amendment **Minor** **Major**

Minor amendment – Required when there is:

- A transfer of funds between budget ordinance appropriations but requires less than a 20% change to a project appropriation for projects equal to or greater than \$500,000
- A transfer of funds between budget ordinance appropriations but requires less than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that does not meet any criteria of a major amendment

Major amendment - Required when there is:

- A project requested to be added to the Work Plan
- A project requested to be removed from the Work Plan
- Significant changes in scope of funded project
- A transfer between budget ordinance appropriations that requires equal to or greater than a 20% change to a project appropriation for projects greater than \$500,000
- A transfer between budget ordinance appropriations that requires equal to or greater than a \$100,000 change to a project appropriation for projects less than \$500,000
- Any change that requires a change in budgeted reserves or fund balance

New/Amended Project Name	Requesting Agency	Project Contact	Estimated Operating Cost	
Wake BRT: New Bern Avenue	City of Raleigh	Mila Vega, Planning Supervisor	Base Year	\$ -
		mila.vega@raleighnc.gov	Recurring	\$ -
Estimated Start Date	Estimated Completion	Notes	Estimated Capital Cost	
March 2019	December 2023		Base Year	\$ 500,000
			Cumulative	\$ 28,750,000
Project Description	Enter below a summary of the project amendment and impact on approved plan.			
Advance design for Wake Bus Rapid Transit (Wake BRT) New Bern Avenue corridor project identified in Wake Transit Plan to Final Design (30-100%), including the integration of art.				
1. Enter Wake Transit Project ID(s) to Increase				

Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TC005-A1	Wake BRT: New Bern Avenue		\$ 500,000	\$ -	Maximum amount of project funds to be spent on art will not exceed 1% of total construction costs (\$500k).
TOTAL			\$ 500,000	\$ -	

2. Wake Transit Project ID(s) to Reduce					
Project ID	Project	Appropriation Category	Amount	Recurring Amount	Notes
TOTAL			\$ -	\$ -	

3. Impact on Transit Plan Project Costs			
From above, indicate whether amounts impact operating or capital budgets in Wake Transit Plan.	Estimated Operating Cost	Current Year	\$ -
		Recurring	\$ -
	Estimated Capital Cost	Base Year	\$ 500,000
		Cumulative	\$ 28,750,000

Project Justification / Business Case	Provide responses to <u>EACH</u> of the questions below. Answer the questions as fully as possible. Enter Non-Applicable (N/A) as appropriate.
--	--

4. Is this New/Amended project Operating, Capital or Both? **Operating** **Capital** **Both**

5. What is the timeframe for the request? Are you requesting a full year of funds or a partial year to be annualized in future fiscal years?

Full year of funding

6. What is the expected outcome(s) if this request is funded? What is the alternative if the request is not funded?

The City of Raleigh will incorporate art into the Wake BRT: New Bern Avenue project.

7. List below the Key Performance Indicators (deliverables) while this project is in progress. These performance measures will be reported quarterly. Are these the same measures as currently being reported?

a)	Date RFP/RFQ released for 30-100% design
b)	Date contract awarded for 30-100% design
c)	Date contract awarded for construction

8. List any other relevant information not addressed.

9. Please enter estimated appropriations to support expenses identified above. Enter FY 2021 and the estimated annualized cost in FY 2022 using the 2.5% growth factor, if applicable. The spreadsheet will calculate 2023 and beyond by 2.5%. If your project is not expected to have recurring costs in FY 2023 and/or beyond, delete the calculation(s) in columns E-H.

Cost Break Down of Project Request							
OPERATING COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Growth Factors		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Salary & Fringes			-	-	-	-	-
Contracts			-	-	-	-	-
Bus Operations:							
Estimated Hours			-	-	-	-	-
Cost per Hour			-	-	-	-	-
Estimated Operating Cost	-	-	-	-	-	-	-
Bus Leases			-	-	-	-	-
Park & Ride Lease			-	-	-	-	-
Other			-	-	-	-	-
Other			-	-	-	-	-
Subtotal: Bus Operations	-	-	-	-	-	-	-
Other: Administrative			-	-	-	-	-
Other: Database Hosting			-	-	-	-	-
Other: Supplies and Materials			-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-

10. Please enter estimated appropriations to support contractual commitments and other expenses related to proposed capital projects identified above.

CAPITAL COSTS	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Design/NEPA	\$ 1,953,000	-	-	-	-	-	-
Construction	\$ 19,204,000						
Equipment	\$ 4,024,000	-	-	-	-	-	-
Other (unallocated contingency)	\$ 2,995,000						
Land - Right of Way	\$ 44,000	-	-	-	-	-	-
Art integration	\$ 500,000						
TOTAL CAPITAL COSTS	\$ 28,720,000	-	-	-	-	-	-

Assumptions for Costs and Revenues Above:

11. Please state any assumption(s) used to calculate the capital and operating dollars and revenues shown above.

WAKE COUNTY TRANSIT PLAN: IMPLEMENTATION

Joint Disposition and Voting Record

Joint Meeting of the Planning & Prioritization and Budget & Finance Subcommittees

April 6, 2021 – 2:30pm-4:30pm

Per the Wake Transit Plan Amendment Policy, the TPAC Budget & Finance and Planning & Prioritization Subcommittees are tasked with jointly reviewing the quarterly Work Plan draft amendment list and amendment request forms when Major Amendment requests are submitted. The subcommittees consider appropriateness of changes in scope and, if applicable, financial choices and tradeoffs associated with the proposed amendments and create a disposition for TPAC consideration. Upon review of the disposition and related amendment requests, the TPAC will make recommendations to the GoTriangle Board of Trustees and CAMPO Executive Board for approval or disapproval of requested amendments to the Work Plan. Following is the voting record and disposition from the joint meeting of the Budget & Finance and Planning & Prioritization Subcommittees held on April 6th, where the requested amendments were reviewed.

Voting Member Agencies for Budget & Finance and Planning & Prioritization Subcommittees

CAMPO
Wake County
City of Raleigh
Town of Cary
GoTriangle
Town of Apex
Town of Wake Forest
Town of Knightdale
Town of Garner
Town of Holly Springs
Town of Fuquay-Varina

Amendment Requests Description: A total of eight (8) amendments to the fiscal year (FY) 2021 or a prior year Wake Transit Work Plan have been requested by various project sponsors, including the Towns of Wake Forest and Cary, City of Raleigh, and CAMPO, for consideration by the TPAC. Seven (7) of the requests fall into the ‘Major Amendment’ category and required a 30-day public comment period, while one (1) of the amendments falls into the ‘Minor Amendment’ category.

These requests include a number of scope changes to various Town of Cary bus operations projects/implementation elements that would better align components thereof with both the focus of each project and how the Town tracks corresponding budget information. An additional Town of Cary amendment request was submitted to increase Monday-Saturday off-peak service frequency from 60 minutes to 30 minutes on the Weston Parkway route. A request from the Town of Wake Forest was submitted to expand the scope of the Town’s reverse circulator service to include Saturday service.

In terms of amendment requests that pertain to capital projects, CAMPO submitted a request to remove a prior \$1.2 million allocation/encumbrance for alternative fuel vehicle matching grants from a prior Work Plan. The City of Raleigh submitted two (2) requests pertaining to bus rapid transit (BRT) implementation. These include a request to expand the scope of a prior alternatives analysis/refinement and project development funding allocation for the Northern BRT corridor to include a larger study area and a request to increase the budget for and include design and integration of art elements into the construction of the New Bern Corridor BRT facility.

WAKE COUNTY TRANSIT PLAN: IMPLEMENTATION

Joint Disposition and Voting Record

Joint Meeting of the Planning & Prioritization and Budget & Finance Subcommittees

April 6, 2021 – 2:30pm-4:30pm

Subcommittees' Disposition: The Planning & Prioritization and Budget & Finance Subcommittees found that the changes to the scopes of work for the projects requested to be modified are appropriate for the continued implementation of the Wake County Transit Plan and that funding the requests does not involve an unwarranted use or re-appropriation of funds, with one exception. For the amendment request to include design and integration of art elements into the construction of the New Bern Avenue Bus Rapid Transit (BRT) facility (project TC005-A1) and to add commensurate funding, the subcommittees rendered the following recommendation:

- Up to \$250,000 of the requested \$500,000 should be made available to the project immediately upon approval by the CAMPO Executive Board and GoTriangle Board of Trustees of the amendment request;
- That the full amount requested for the design and integration of art be made available (\$500,000) to the project if and when an art funding eligibility policy currently under development is adopted by the CAMPO Executive Board and GoTriangle Board of Trustees if the policy ultimately allows for the requested amount of \$500,000 to be funded under the policy; and
- If the adopted art funding eligibility policy's allowable amount for the subject project is more restrictive than the \$500,000 request, the amount made available to the project should be the greater of \$250,000 or the maximum permissible amount allowable for the subject project under the adopted policy, up to \$500,000.

Discussion: In the subcommittees' discussion of the amendment requests, and particularly for the request to expand the scope of the Wake Forest reverse circulator to include Saturday service, it was further discussed whether there was a set standard for allowing Saturday or weekend service under the scope of Community Funding Area (CFA) projects. CAMPO staff and other partners involved in the discussion revealed that Saturday or weekend service had been included under the scope of other CFA-funded projects, including the GoApex Route 1 service and the Town of Morrisville microtransit service. It was further explained that there is no set standard one way or the other for span of service for CFA transit service projects.

For the request to include design and integration of art elements into the construction of the New Bern Corridor BRT facility, subcommittee membership expressed concern about project funding requests for art elements getting ahead of the art funding eligibility policy currently under development, particularly without understanding the impacts of a final adopted policy on the full program of projects to which it would be applicable. Concern also stemmed from the TPAC not yet having had the opportunity to discuss reasonable levels of funding for that purpose.

For the case of the City of Raleigh's request, it was explained that the City made an attempt through the proper channels to have an art funding eligibility policy developed almost one (1) year ago, but there has been very little or no movement on the development of such a policy until recently. The City made this request knowing that it would need clarity on the ability to fund art elements in the New Bern Avenue BRT project by the time the development of the project got to 60% design. The City is certainly ok with waiting on the development of the policy for the remainder of its applicable projects, but movement on the issue for the New Bern Avenue corridor would need to happen now.

The subcommittees were amenable to negotiating a middle ground on the issue to allow the City to move forward in some fashion to incorporate art elements into the New Bern Avenue BRT project

WAKE COUNTY TRANSIT PLAN: IMPLEMENTATION

Joint Disposition and Voting Record

Joint Meeting of the Planning & Prioritization and Budget & Finance Subcommittees

April 6, 2021 – 2:30pm-4:30pm

but without allowing the full funding request to be made available until a policy is adopted that could solidify or possibly reduce the allowable amount. This negotiation resulted in the subcommittee's recommendation as expressed in its disposition described above.

Vote: The subcommittees voted unanimously to forward the disposition, as described above, to the TPAC for the requested amendments.



Connecting all points of the Triangle

MEMORANDUM

TO: GoTriangle Board of Trustees Operations & Finance Committee
FROM: Finance & Administrative Services
DATE: April 23, 2021
SUBJECT: **FY 2021 Durham Transit Budget Amendment #3**

Strategic Objective or Initiative Supported

This item supports initiative 1.2, "Pursue service improvements and expansion opportunities."

Action Requested

The GoTriangle Board of Trustees is requested to approve the FY 2021 budget amendments for the Durham Transit Workplan Budget. These amendments were recommended for approval by Durham County Staff Working Group on February 26, March 30, and April 11, 2021.

Background and Purpose

Durham Capital Ordinance Amendments listed below have been submitted for approval:

1. Transit Tax allocation adjustments for Increased Cost of Existing Service (ICES) as per the terms of the Durham County Implementation Agreement:
 - i. GoDurham ICES
2. City of Durham / GoDurham
 - i. Increase budget for Durham Station improvement
3. GoTriangle
 - i. Release from reserve Durham Bus Plan
4. Durham County
 - i. Durham Transit Governance Plan

Financial Impact

The proposed amendments, if approved by the Board of Trustees, will increase the FY21 Durham Transit Work Plan capital expenses by \$150,732 when compared to the current FY21 Amended Budget.

Attachments

- Proposed FY 2021 Amendment List and financial impact
- Detailed Staff Working Group agenda and Project Amendment Request

Staff Contacts

- Praveen Sridharan, Senior Financial Analyst, psridharan@gotriangle.org, (919) 485-7502
- Sandra Freeman, CFO, sfreeman@gotriangle.org, 919-485-7415



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FY 2021 Durham Transit Work Plan Q4 Amendments

GoTriangle Operations and Finance Committee
May 6, 2021

FY21 – Q4 Durham Transit Work Plan Amendment

- A Total of 4 Amendments have been submitted for approval

Four (4) Amendments

1. Adjust City of Durham / GoDurham - Increase Cost of Existing Service
2. Add budget for Durham Station Improvements
3. Add budget for Durham Bus Plan (release from reserve)
4. Add budget for Durham Transit Governance Plan (New)

All amendments are below material change threshold and are deemed time sensitive to the FY21 Work Plan .

FY21 – Q4 Durham Transit Work Plan Amendment

Financial Impact

Ordinance Tag	Agency	Description	Durham Transit Adopted Funding	Durham Transit Proposed Amended Budget	Revised Adopted Durham Transit Plan Funding
Transit Operations	City of Durham /GoDurham	Increased Cost of Existing Services (ICES) - Budget Adjustment	815,200	(11,768)	803,432
Durham Transit Operating Expenditures				\$ (11,768)	
Transit Infrastructure	City of Durham /GoDurham	Durham Station Landscaping	20,000	25,000	45,000
Capital Planning	GoTriangle	Durham Bus Plan	-	62,500	62,500
Capital Planning	Durham County/ Access	Durham Transit Governance Plan	-	75,000	75,000
Durham Transit Capital Expenditures				\$ 162,500	
Total Financial Impact - FY21 Durham Transit Work Plan				\$ 150,732	

Total Financial Impact - \$150,732

Questions?

FY21 Budget Change Impact - Durham Transit Plan

	<u>Revenue</u>	<u>Expenditures</u>	<u>Reserve/Cash Impact</u>	<u>Fund Affected</u>	<u>Comments</u>
FY21 Approved Budget	\$ 43,025,832	\$ 40,658,432	\$ 2,367,400		
Amended FY21 Budget (Oct 2020)	\$ 43,025,832	\$ 40,371,627	\$ 2,654,205		
Amended FY21 Budget (Jan 2021)	\$ 43,025,832	\$ 40,676,150	\$ 2,349,682		
City of Durham / GoDurham (ICES)		(11,768)	11,768	41	Administrative adjustment of ICES to match the terms of the ILA based on performance of \$7 Vehicle Registration Tax*
City of Durham / GoDurham (Capital)		25,000	(25,000)	41	Add budget: Increase in project budget based on increased scope.
GoTriangle		62,500	(62,500)	41	Add budget: Release from reserve the budget of the Durham Bus Plan budget to aid in coordination with Bus Plans in Orange and Wake
Durham County		75,000	(75,000)	41	Add budget: Durham Transit Governance Plan recommended in FY22 annual workprogram, brought forward as a FY21 budget amendment in order to meet Transit Plan timeline
Amended FY21 Budget (May 2021)	\$ 43,025,832	\$ 40,826,882	\$ 2,198,950		
Changes from Amendments		\$ 150,732	\$ (150,732)		

* Durham County Implementation agreement terms: The maximum allocation of Increased Cost of existing Service (ICES) should equal 50% of the prior year Durham County local vehicle registration fee of \$7.00 permitted by Article 52 of NCGS 105



Connecting all points of the Triangle

MEMORANDUM

TO: Sean Egan, City of Durham
Tom Devlin, City of Durham
Mindy Taylor, City of Durham

CC: Sandra Freeman, GoTriangle
Praveen Sridharan, GoTriangle
Sharita Seibles, GoTriangle
Priscilla Bond, GoTriangle
Aaron Cain, DCHC MPO

FROM: Jennifer Hayden, GoTriangle

DATE: February 17, 2021

RE: FY2021 Final and FY2022 Estimated Increased Cost of Existing Services (ICES)

The ICES allocation for FY2021 has been recalculated per the ICES agreement. The ICES budget is originally based 50% of the *prior year's budgeted* \$7 vehicle registration tax. The ICES budget is recalculated mid-year to equal 50% of the *prior year's actual* \$7 vehicle registration tax.

The original FY2021 ICES budget for GoDurham was \$827,445, which was calculated at 50% of the FY2020 budgeted \$7 vehicle registration tax, which totaled \$1,701,600. The FY2021 ICES budget for GoDurham has been amended to equal 50% of the FY2020 *actual* \$7 vehicle registration tax, which was \$1,606,864. Thus, the revised ICES allocation for GoDurham in FY2021 decreased by \$24,013 to \$803,432.

At this time, the FY2021 budgeted \$7 vehicle registration tax is \$1,630,000. Based on that, the FY2022 ICES allocation will be budgeted at \$815,000 (\$1,630,000 x 50%). The final FY2022 ICES allocation will be reviewed and amended as needed mid-year FY2022.

If you have any questions, please let me know. I can be reached at 919-485-7418 or jhayden@gotriangle.org.



February 16, 2021

To: Durham – Staff Working Group
 From: Tom Devlin – City of Durham
 Subject: GoDurham FY21 Work Plan Amendments

GoDurham was awarded \$25,000 from the Durham Transit Tax in FY21 for landscaping improvements at Durham Station to repair the muddy center court that transit users walk across to transfer buses.

The original plan to cover the space with Chapel Hill Gravel was determined to be an inadequate solution for the area. The City's General Services Department Staff recommended that we utilize pavers for the high traffic areas. Not only will these pavers reduce erosion and eliminate muddy pathways, it will provide a cost-efficient solution that will be effective until Durham Station undergoes its long-term improvements.

Summary of Project Requests (Administration and Operations)

		<u>FY21 Approved</u>	<u>FY21 Amendment Request</u>	<u>Difference</u>
21DCI_CD2	Durham Station Landscaping	\$ 25,000	\$ 45,000	\$ 20,000



Connecting all points of the Triangle

March 23, 2021

To: Durham – Staff Working Group
From: GoTriangle
Subject: FY21 Work Plan Amendment Request – 21GOTCO02 Durham Bus Plan

Action Requested

GoTriangle requests that the Staff Working Group recommend a Durham Transit Plan FY2021 Work Plan Amendment to move \$62,500 out of reserve for the Durham Bus Plan (21GOTCO02).

Issues and Background

The Durham Bus Plan will further refine GoTriangle and GoDurham bus service concepts and associated capital facilities identified in the adopted Durham Transit Plan. The project will produce Short Range Transit Plans for GoTriangle and GoDurham for service adjustments in FY24-27.

There are several regional tasks that require coordination with the Wake and Orange counties.

- Regional Travel Market Assessment
- GoTriangle Short Range Transit Plan, and
- Public engagement

The regional travel market assessment and the GoTriangle Short Range Transit Plan can proceed prior to an adopted Durham Transit Plan.

GoTriangle will initiate a similar Wake Bus Plan planning effort by FY21 Q4. To ensure availability of funds for the Durham piece of the regionally coordinated tasks, GoTriangle requests that the Staff Working Group move the \$62,500 in the FY21 Recommended Work Plan out of reserve. This would adjust the FY22 Work Plan request to \$250,000. This action will enable GoTriangle to procure planning services for Bus Plan projects in Wake, Durham and Orange counties at one time.

Financial Impact

The requested amendment would amend the Durham Transit Work Plan as such:

- FY21 - \$62,500
- FY22 - \$250,000

Attachment

- 21GOTCO02 Durham Bus Plan FY21 Project Sheet

Date: March 1, 2021
To: Durham Staff Working Group
From: Ellen Beckmann, Durham County
Subject: FY21 Work Plan Amendment

Durham County is requesting a FY21 work plan amendment to fund a Governance Study for the Durham Transit Plan. The purpose of the Governance Study is to update the agreements, policies, and procedures that guide the implementation of the Durham Transit Plan. The estimated project cost for the study is \$75,000.

While Durham County is the project sponsor, the Governance Study will be a coordinated effort among all transit plan partners including Durham County, GoTriangle, the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization, and the City of Durham. The study will involve hiring a consultant to provide a more objective evaluation of governance options, a comparison with other regions, data analysis, and the facilitation of open discussions among all partners.

The overall purpose of the Governance Study is to advance the Durham Transit Plan's core principle to improve "Community Trust" by providing all transit plan partners clarity in their roles and responsibilities, ensuring appropriate oversight and accountability, and fostering the successful implementation of projects. The current process is governed by the existing Interlocal Agreement (ILA) approved in 2013. This ILA was focused on the implementation of the Durham-Orange Light Rail Transit project by GoTriangle. With a new Transit Plan, the ILA must be revised to reflect the current projects and the new responsibilities for implementation. Many issues were not contemplated or addressed in detail in the existing ILA such as significant responsibility for project implementation by the City of Durham, financing of major projects, coordination with Wake County on a major project, oversight of many smaller capital projects, staffing necessary for Tax District and Transit Plan Administration, and other issues.

The intended products of the Governance Study include the following. This list will be refined and prioritized based on schedule and budget:

- Interlocal Agreement
- Staff Working Group bylaws, voting procedures, subcommittee guidelines
- Workplan development and amendment processes
- Financial processes
- Project prioritization process
- Service guidelines and performance measures
- Staffing model and staffing expectation plan
- Public engagement policy
- Annual report development process
- Project tracking responsibilities
- Website maintenance, marketing responsibilities
- Implementation dashboard

This is being requested as a FY21 work plan amendment in order to more quickly make progress on the development of the new ILA with the goal to develop it concurrently with the final Durham Transit Plan. It is important for the transit partners to be able to demonstrate changes in roles, responsibilities, oversight, and accountability to help address community concerns. It is also important for Durham to be able to quickly implement the projects in the plan and not be delayed due to insufficient staffing or administrative procedures.

The cost estimate is based on the MPO Governance Study that was recently bid.



Connecting all points of the Triangle

MEMORANDUM

TO: GoTriangle Board of Trustees Operations & Finance Committee
FROM: Finance & Administrative Services
DATE: April 23, 2021
SUBJECT: **FY 2021 Orange Transit Budget Amendment #2**

Strategic Objective or Initiative Supported

This item supports initiative 1.2, "Pursue service improvements and expansion opportunities."

Action Requested

The GoTriangle Board of Trustees is requested to approve the FY 2021 budget amendments for the Orange Transit Workplan Budget. These amendments were recommended for approval by Orange County Staff Working Group on April 15, 2020.

Background and Purpose

Orange Capital Ordinance Amendments listed below have been submitted for approval:

1. Transit Tax allocation adjustments for Increased Cost of Existing Service (ICES) as per the terms of the Orange County Implementation Agreement:
 - i. Orange County Public Transit ICES
 - ii. Chapel Hill Transit ICES
2. GoTriangle
 - i. Release of Orange County share of Bus Acquisition from reserve to be included in the capital budget

Financial Impact

The proposed amendments, if approved by the Board of Trustees, will increase the FY21 Orange Transit Work Plan capital expenses by \$119,031 when compared to the current FY21 Amended Budget.

Attachments

- Proposed FY 2021 Amendment List and financial impact
- Documentation submitted to SWG

Staff Contacts

- Praveen Sridharan, Senior Financial Analyst, psridharan@gotriangle.org, (919) 485-7502
- Sandra Freeman, CFO, sfreeman@gotriangle.org, 919-485-7415



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FY 2021 Orange Transit Work Plan Q4 Amendments

GoTriangle Operations and Finance Committee
May 6, 2021

FY21 – Q4 Orange Transit Work Plan Amendment

- A Total of 3 Amendments have been submitted for approval

Three (3) Amendments

1. Adjust Orange County Public Transit - Increase Cost of Existing Service
2. Adjust Chapel Hill Transit - Increase Cost of Existing Service
3. Add budget for GoTriangle Short Range Transit Plan (release from reserve)

All amendments are below material change threshold and are deemed time sensitive.

FY21 – Q4 Orange Transit Work Plan Amendment

Financial Impact

Ordinance Tag	Agency	Description	Orange Transit Adopted Funding	Orange Transit Proposed Amended Budget	Revised Adopted Orange Transit Plan Funding
Transit Operations	Orange County / OPT	Increased Cost of Existing Services (ICES) - Budget Adjustment	78,700	(11,430)	67,270
Transit Operations	Chapel Hill / CHT	Increased Cost of Existing Services (ICES) - Budget Adjustment	588,700	99,211	687,911
Orange Transit Operating Expenditures				\$ 87,781	
Capital Planning	GoTriangle	GoTriangle Short Range Transit Plan	-	31,250	31,250
Orange Transit Capital Expenditures				\$ 31,250	
Total Financial Impact - FY21 Orange Transit Work Plan				\$ 119,031	

Total Financial Impact - \$119,031

Questions?

FY21 Budget Change Impact - Orange Transit Plan

	<u>Revenue</u>	<u>Expenditures</u>	<u>Reserve/Cash Impact</u>	<u>Fund Affected</u>	<u>Comments</u>
FY21 Approved Budget	\$ 15,411,210	\$ 10,995,760	\$ 4,415,450		
Amended FY21 Budget (Jan 2021)	\$ 15,411,210	\$ 10,772,210	\$ 4,639,000		
Orange County Public Transit		(11,430)	11,430	42	Administrative adjustment of ICES to match the terms of the ILA between transit providers and the performance of \$7 Vehicle Registration Tax*
Chapel Hill Transit		99,211	(99,211)	42	Administrative adjustment of ICES to match the terms of the ILA between transit providers and the performance of \$7 Vehicle Registration Tax*
GoTriangle		31,250	(31,250)	42	Add budget: Release from reserve to the budget for Orange share of GoTriangle Short Range Transit Plan to aid in coordination with Bus Plans in Durham and Wake
Amended FY21 Budget (May 2021) Changes from Amendments	\$ -	\$ 10,891,241	\$ 4,519,969		
	\$ -	\$ 119,031	\$ (119,031)		

* Orange County Implementation agreement terms: The maximum allocation of Increased Cost of existing Service (ICES) should equal the prior year Orange County local vehicle registration fee of \$7.00 permitted by Article 52 of NCGS 105
The determination of Chapel Hill Transit share and Orange County Public Transit share is made each year based upon the most recently audited annual expenditures for bus service by both



Connecting all points of the Triangle

MEMORANDUM

TO: Nicholas Pittman, CHT
Theo Letman, OPT

CC: Rick Shreve, CHT
Saundra Freeman, GoTriangle
Praveen Sridharan, GoTriangle
Sharita Seibles, GoTriangle
Priscilla Bond, GoTriangle
Aaron Cain, DCHC MPO

FROM: Jennifer Hayden, GoTriangle

DATE: March 15, 2021

RE: FY2021 Final and FY2022 Estimated Increased Cost of Existing Services (ICES)

Please find attached the FY2021 Final Increased Cost of Existing Services (ICES) calculations. The FY2021 ICES calculation was updated to reflect the actual FY2020 \$7 registration fee and each Partner's contribution to transit services.

The FY2021 final ICES allocation is as follows:

CHT = \$687,911
OPT = \$67,270

GoTriangle will prepare a budget amendment.

Please also find the FY2022 Estimated Increased Cost of Existing Services (ICES) calculations. At this time, the FY2022 estimated ICES will be used in the FY2022 work plan. The FY2022 estimated ICES allocation is as follows:

CHT = \$705,965
OPT = \$69,035

If you have any questions, please let me know. I can be reached at 919-485-7418 or jhayden@gotriangle.org.

Enclosures



April 15, 2021

To: Orange - SWG
 From: GoTriangle
 Subject: Orange County FY21 Workplan Amendments

This memo addresses proposed FY21 Workplan amendments with a brief introduction and financial impact for each.

FY21 Workplan Amendments:

- i. Orange County Transit Plan
 21GOT_CO2 – GoTriangle Short Range Transit Plan.

A GoTriangle Short Range Transit Plan will study the service needs and adjustments envisioned based on upcoming updates to all three county plans (Durham, Orange, and Wake). These funds need to be released in order to proceed with a regional procurement that is anticipated in April.

Orange County FY21 Workplan budget impact = \$31,250

Action

Recommend release of \$31,250 from the un-budgeted reserve fund for the Orange County portion of the Short Range Transit Plan in the FY21 Workplan budget.

- ii. Orange County Transit Plan
 21GOT_CO1– Origin Destination Survey.

This request is to move the full budget amount of \$250,000 from the un-budgeted reserve fund to the FY22 workplan budget to allow this regional project to progress for Wake, Durham and Orange counties.

This project is a tablet-based transit on-board origin and destination survey to record transit travel behavior and produce data available for analysis about transit travel markets. This information is an essential input into the Triangle Regional Model and FTA's Simplified Trips on Project Software. All projects that receive federal Capital Improvement Grants, or that receive state funding, rely on this data. The last transit on-board survey was conducted in 2014 in Orange Durham counties, and in 2015 for Wake County. The FY21 Wake and Durham County Transit Plans have funding to conduct surveys for all transit agencies in their respective counties. FTA and industry best practice is to conduct a regional survey at a single point in time. Doing so will allow for more timely and less costly post-processing than if studies are conducted in





Connecting all parts of the Triangle

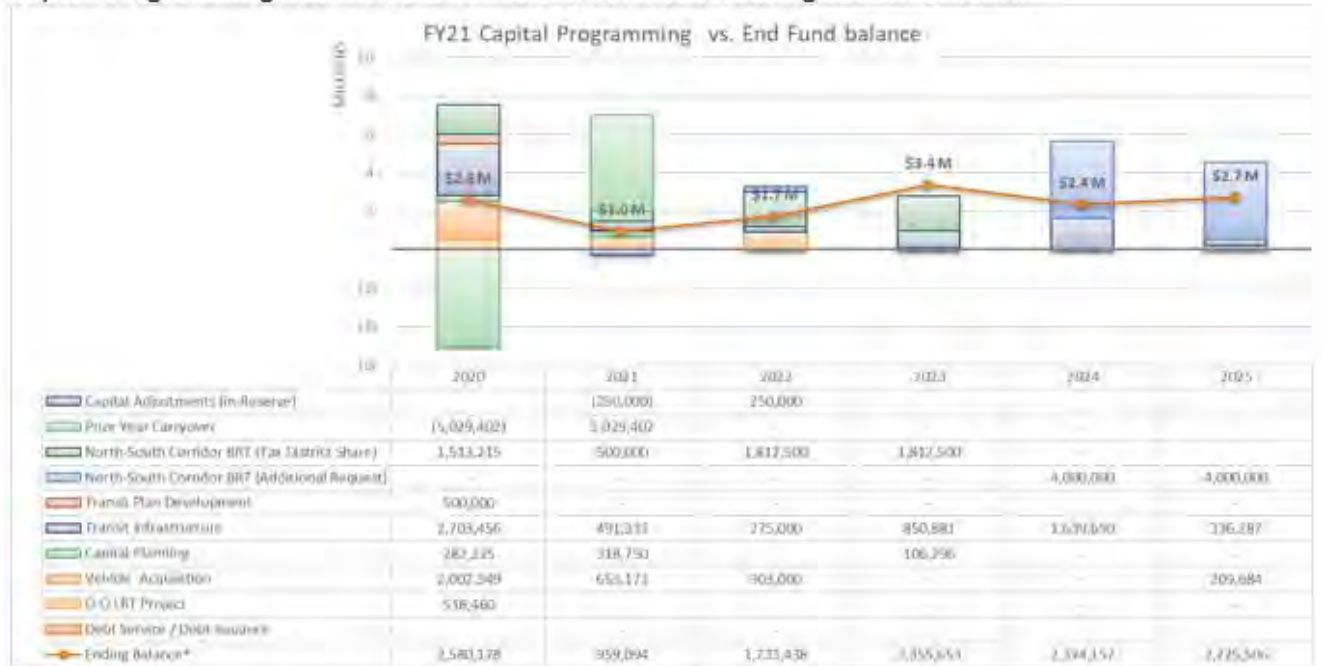
different time windows and by different vendors. This funding is essential to create a single, up-to-date regional transit on-board origin-destination survey.

Orange County FY21 Workplan budget impact = \$250,000

Action

Recommend release of \$250,000 from the un-budgeted reserve fund for the Orange County portion of the regional survey in the FY22 annual work program based on anticipated execution.

Capital Programming and End Balance after recommended budget amendments:



Note:

- Operation expenditure not included in the above graph, but is included in End Balance calculations.
- Ending Balance does not include restricted 90 day operating reserve, estimated at \$927,951 for FY21.
- Capital Adjustments – Programmed projects current in un-budgeted reserve assumed to carry over into following year.
- Revenue forecast scenario adjustment:
 - Vehicle Rental fee FY21 Budget of \$544,300 has been lowered to FY21 forecast of \$450,000 due to current level of performance. This scenario forecast assumes a 4-year recovery of vehicle rental fee to FY20 (pre-Covid level).



MEMORANDUM

TO: GoTriangle Board of Trustees Operations & Finance Committee
FROM: Transit Operations
DATE: April 23, 2021
SUBJECT: Vehicle Purchase Authorization

Strategic Objective or Initiative Supported

Action Requested

Staff requests that the Operations & Finance Committee recommend that the Board authorize the CEO to execute a contract for the purchase of six (6) low-floor diesel Gillig buses with associated maintenance equipment from Gillig Corporation for fixed route service not to exceed the maximum dollar amount of \$3,480,000.

Background & Purchase

Transit Operations is seeking approval to purchase six buses total. Board authorization will result in GoTriangle receiving the buses 12 months from placing the order. Six of these buses are for replacement due to the recommended useful life of 500,000 miles/12 years, per Federal Transit Administration guidelines for replacement. In addition to the recommended FTA guidelines, the Transit Division has experienced an increase in repair costs in maintaining these buses.

Financial Impact

The cost to purchase six buses and associated maintenance equipment is \$3,480,000, with a Wake Transit Plan contribution of \$1,740,000, and a Durham Transit Plan and Orange Transit Plan contribution of \$1,044,000 and \$696,000, respectively pending approval. Buses will be purchased from the City of Durham IFB# 16-009 with funds that are approved in the bus capital project budget. The funding for the local match is GoTriangle's General Fund and the Wake Tax Districts.

Attachments

- None

Staff Contacts

- Brian McLean, Manager of Fleet Maintenance, 919-485-7472, bmclean@gotriangle.org
- David Moore, Senior Procurement Manager, 919-485-7559, dmoore@gotriangle.org



Connecting all points of the Triangle

May 3, 2021

To: GoTriangle Operations and Finance Committee/ Board of Trustees
From: Finance Staff
Subject: **FY22 Budget Changes after Budget Workshop**

Attached is a list of the areas discussed during the April FY22 Budget Workshop.

Our next steps in the budget process are:

- Identify rollover dollars
- 1st Reading - May Board Meeting (May 26, 2021)
- Revised FY22 Budget to Ops and Finance Committee (June 3, 2021)
- 2nd Reading/Ordinance Adoption - June Board Meeting (June 23, 2021)

Please let us know if there are questions or concerns.

Sandra Freeman
CFO/Director of Administrative Services



P.O. Box 13787
Durham, NC 27703
919-485-7415 | Fax: 919-485-7491

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Questions/Actions after April 21, 2021 Budget Workshop

Action

Move Board upfit to Capital	Page 1
Show prior actuals for expenses	Columns unhidden (pages 2 -5)
% of Durham revenue for operating expenses	Attached for all Transit Plans (page 6)
Review of PART funding	Page 7
Fare revenue comparison between agencies (also added Fare Integration Study)	Pags 8 - 82
\$190 Reimbursement from Others - Johnston County	The \$190 reimbursement from others in the General Fund is related to CRT payments from Johnston County. They reimburse GoTriangle for their portion of the costs related to the CRT Study.
Fix page 17 Estes Drive "pedal"	Complete
COLA consideration	For future discussion
Living Wage discussion	For future discussion
Review Compensation practices	For future discussion

FY22 GoTriangle Capital Projects

FY 22 Advanced Technology Capital Projects							
Project	Cost	Federal	Durham Transit Plan	Orange Transit Plan	Wake Transit Plan	NCDOT	GoTriangle Match %
Enterprise Resource Planning (ERP)E-Builder*	\$ 3,000,000		\$ 705,600	\$ 194,400	\$ 750,000		45%
Share the Ride NC*	54,470					43,840	20%
TOTAL	\$ 3,054,470	\$ -	\$ 705,600	\$ 194,400	\$ 750,000	\$ 43,840	65%

FY 22 Bus Capital Projects							
Project	Cost	Federal	Durham Transit Plan	Orange Transit Plan	Wake Transit Plan	NCDOT	GoTriangle Match %
I-540 Bus on Shoulders Improvements*	\$ 156,000	\$ 124,800			\$ 31,200		0%
Board Live Streaming Uplift	\$ 100,000					100,000	100%
Transit Facilities Study*	1,425,650	240,000	975,000	37,500	113,150	60,000	4%
Regional Transit Center	6,000,000	3,000,000	600,000	300,000	2,100,000		0%
Raleigh Union Station Phase II - RUS BUS	13,191,884	6,952,123			6,239,761		0%
Paratransit Relocation & Uplift*	1,431,807	195,000			568,124	668,683	47%
Repower 14 Gilligs (\$155,638 ea)	2,178,932	467,714	334,353	170,470	1,089,466	116,929	5%
Repower 3 Gilligs (\$155,638 ea)*	466,914	100,224	71,647	36,529	233,457	25,056	5%
Mebane Park & Ride	50,630	40,000		10,630			0%
Bus Stop Signage Rebranding	74,000	19,200	8,987	13,426	32,003	384	1%
Downtown Apex Transfer Point Improvements	333,000	166,500			166,500		0%
Bus Stop Improvements Wake*	1,576,710	572,000			1,004,710		0%
BOMF Fuel Line System Replacement	225,000	180,000				45,000	20%
Asphalt Resurfacing/Scissor Lift*	48,200	38,560				9,640	20%
Roof Renovations*	8,500	6,800				1,700	20%
Facility Repairs and Operational Improvements	220,000					220,000	100%
Updating Vehicle & Dispatch Radio Comm. Sys**	1,400,000	1,120,000				280,000	20%
Purchase (1) Support Vehicle	40,000	32,000				8,000	20%
Safety & Security (required 1%)	28,811	23,049				5,762	20%
Purchase (6) Fixed Route Buses for Replacement	3,480,000		1,044,000	696,000	1,740,000		0%
Purchase (4) Paratransit LTV's	352,000	281,600				70,400	20%
Priority Transit Access Improvements	100,000	80,000		20,000			0%
RTC Park and Rtd Paving Project	150,000	120,000				30,000	20%
Plaza 2nd Floor Renovation	250,000	200,000				50,000	20%
TOTAL	\$ 33,288,038	\$ 13,959,571	\$ 3,033,987	\$ 1,284,556	\$ 13,318,371	\$ -	5%

*Carryforward from FY21

**Pending discussion with transit plans

DEPARTMENT SUMMARY
FY22

EXPENDITURES	All Funds FY22 Budget	All Funds FY21 Budget	Variance FY22 - FY21	Comments	All Funds FY20 Actuals	Variance FY22 - FY20	Comments
Board	171,455	161,905	9,550	Travel reduced to FY21 level. \$100K added for upfit and setup for livestreaming.	152,751	18,704	Insurance; maint contracts; Board compensation (no increase in per Bd. Member amount)
Executive Office	558,429	343,462	214,967	Additional position (Chief of Staff).	1,098,553	(540,124)	Department realignment
Chief Operations Office	176,795	383,711	(206,916)	Removed COO and Administrative Assistant.	-	176,795	Department realignment
Human Resources	855,103	831,781	23,322	Additional study expected in FY22.	630,886	224,217	Headcount increase and associated benefits; consultants
Communications & Public Affairs	2,244,899	2,180,004	64,895	Added additional position partly offset by various departmental administrative expenses.	1,636,992	607,907	Headcount increase; advertising; other professional services
Legal	980,025	1,002,128	(22,103)	Reduced expenses in anticipated consulting.	1,161,596	(181,571)	Department realignment
Real Estate	733,212	855,304	(122,092)	Reduced expenses in personnel and building expenses.	-	733,212	New department; building repairs; headcount; expenses offset reductions from MTIF dept.
Capital Development	2,181,268	1,767,867	413,401	Added total cost of staff, interns, and increased support for GoDurham. Under budgeting of salaries in FY21 also contributing factor.	868,827	1,312,441	Headcount; Other Prof svcs; maint contracts
Finance/IT	3,556,337	3,455,696	100,641	Increase in personnel and related expenses and technology maintenance contracts. Offsets due to decreases in financial consultants and other professional services.	2,380,634	1,175,703	Headcount; timing of audit fees; maintenance contracts; insurance
Administration	708,905	648,987	59,918	Increase in technology maintenance and rental of equipment for postage meter.	624,165	84,740	Increase in technology maintenance and rental of equipment for postage meter.
EEO/DBE	226,526	145,357	81,169	Added 1 position	137,825	88,701	Headcount
Plaza Building	526,950	588,300	(61,350)	Reduced expenses due to property management savings.	728,822	(201,872)	Suspension of property management contract

	All Funds FY22 Budget	All Funds FY21 Budget	Variance FY22 - FY21	Comments	All Funds FY20 Actuals	Variance FY22 - FY20	Comments
Bus Supervision	2,922,126	2,501,172	420,954	5 additional positions (4 driver/supervisors and 1 Safety and Security Specialist).	2,308,641	613,485	Headcount/salaries and benefits
Bus Operations	11,399,400	11,307,067	92,333	Merit increases partially offset by reduction of various departmental expenses.	10,448,255	951,145	Headcount/salaries and benefits
Bus Maintenance	5,615,484	5,712,938	(97,454)	Reduction in expenses for personnel and bus parts/maintenance expenses.	4,971,333	644,151	Headcount/salaries and benefits
Vanpool	252,066	511,796	(259,730)	Reduction in vehicle insurance and other professional services.	400,501	(148,435)	
Paratransit	2,954,265	3,090,375	(136,110)	Reduction in personnel expenses - overbudgeted in FY21.	2,781,403	172,862	Reduction in personnel and impact of Enterprise contract
Regional Services - Planning	1,139,385	894,725	244,660	Reduction in other professional services - overbudgeted in FY21. Increase in new MicroTransit service for Durham by \$276,700.	-	1,139,385	Department realignment
Regional Services	493,842	549,239	(55,397)	Reduction in personnel expenses - overbudgeted in FY21.	1,367,860	(874,018)	Department realignment
Regional Call Center	1,145,947	1,076,194	69,753	Increase in technology maintenance contracts related to Zendesk.	1,025,683	120,264	Headcount; Maintenance contracts
Sustainable Travel Services	786,078	867,994	(81,916)	Reduced expenses in personnel and Special Events, Advertising and Printing.	649,731	136,347	Salaries; postage; printing
Total Expenditures	39,628,497	38,876,002	752,495		33,374,458	6,254,039	

FY22 Budget Summary by Line Item

Operating	FY2022 Budget		FY2021 Budget		Delta		FY2020 Actuals		Delta		Comments
	Total		Total		FY22 to FY21		Total		FY22 to FY20		
Compensation Related	\$16,250,076		\$15,268,942		\$981,134		\$13,918,465		\$2,331,611		Headcount/merit
FICA/Pension	2,477,465		2,351,682		125,783		2,171,028		306,436		Headcount/merit
Employee Insurance	3,144,119		2,994,174		149,945		2,758,857		385,262		Headcount/merit
Board Compensation	11,000		11,228		(228)		8,248		2,752		
Insurance	1,694,015		1,754,628		(60,613)		1,637,798		56,217		
IT	1,465,760		1,250,427		215,333		1,004,903		460,857		Maintenance contracts/IT NEEDS
Plaza Parking Lease	42,000		57,000		(15,000)		36,709		5,291		
Utilities	263,000		240,000		23,000		254,717		8,283		
Accounting & Auditing Fees	69,000		69,000		-		83,386		(14,386)		
Cost Allocation	1,730,330		1,608,579		121,751		1,489,403		240,927		Headcount/merit
Lobbying	66,000		66,000		-		66,756		(756)		
Other Professional Services/Consultants	1,252,900		1,598,900		(346,000)		7,278,599		(6,025,699)		Repayment of property escrow to FTA - \$6M
Fuels and Lubricants	1,572,995		1,866,495		(293,500)		1,258,583		314,412		
Tires and Tubes	136,000		136,000		-		136,048		(48)		
Parts and Maintenance	1,023,084		1,309,084		(286,000)		708,279		314,805		
Maintenance Supplies	100,500		100,500		-		97,930		2,570		
Outside Repairs Parts	40,000		40,000		-		43,608		(3,608)		
Outside Repairs Vehicles	315,000		315,000		-		97,983		217,017		
Outside Repairs - Building	479,800		496,800		(17,000)		438,687		41,113		
Advertising	155,300		182,124		(26,824)		91,858		63,442		
Printing	159,630		175,530		(15,900)		153,759		5,871		
Promotions	79,300		69,500		9,800		14,733		64,567		
Surveys	50,000		60,000		(10,000)		59,387		(9,387)		
Travel	96,500		109,402		(12,902)		50,663		45,837		
Training	57,050		59,550		(2,500)		35,907		21,143		
Conferences	38,000		32,500		5,500		27,661		10,339		
Unemployment Claims	77,000		77,602		(602)		-		77,000		

Operating	FY2022 Budget		FY2021 Budget		Delta		FY2020 Actuals		Delta FY22 to FY20	Comments
	Total		Total		FY22 to FY21	Total	Total			
Contracted Services	1,410,013		1,364,385		45,628	1,009,823	1,009,823	400,190		
Consultants - Legal Expense	40,000		40,000		-	1,576	1,576	38,424		
Dues and Subscriptions	79,900		75,375		4,525	78,020	78,020	1,880		
Special Events	8,000		25,500		(17,500)	2,197	2,197	5,803		
Maint Fee - Park & Ride	88,302		88,302		-	65,178	65,178	23,124		
Towing	30,000		30,000		-	27,325	27,325	2,675		
Property Management	25,000		124,000		(99,000)	112,878	112,878	(87,878)		Service suspension due to covid and Microtransit pilot included in FY22
Demolition	20,000		20,000		-	-	-	20,000		
Other	273,732		1,604,604		(1,330,872)	1,493,610	1,493,610	(1,219,878)		
Total Operating	34,820,771		35,672,814		(852,042)	36,714,562	36,714,562	(1,893,792)		
Total Capital	36,342,508		17,766,172		18,576,336	6,760,026	6,760,026	29,582,482		
Total Expenditures	71,163,279		53,438,986		17,724,294	43,474,588	43,474,588	27,688,690		

FY22 Transit Plan Expenditures as a % of Revenue

FY22 Annual Workplan	Orange		Durham*		Wake	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
FY22 Transit Tax Revenue	\$8.9 M		\$34.4 M		\$110.0 M	
Tax District Administration	\$0.3 M	2.8%	\$0.4 M	1.2%	\$0.5 M	0.5%
Tax Planning Administration	\$0.5 M	6.1%	\$1.9 M	5.5%	\$4.7 M	4.3%
Transit Operation	\$4.2 M	47.2%	\$8.1 M	23.5%	\$20.5 M	18.6%
Community Funding					\$1.4 M	1.3%
Total Operating Allocation	\$4.9 M	56.1%	\$10.4 M	30.2%	\$27.1 M	24.6%

*NOTE: New Durham Transit Plan Scenario's propose \$4-\$12M increase in Transit Operations

Piedmont Area Regional Transit (PART) Revenues

Program revenues:

- Charges for services
- Operating Grants and contributions
- Capital grants and contributions

General revenues:

- Rental vehicle tax
- Vehicle license tax
- Advertising
- Regional MPOs and other local funds

Agency	GoTriangle	GoRaleigh	GoDurham	GoCary	Chapel Hill	PART	CATS Local	CATS Express	GRTC Richmond	MARTA	
Fare structure:								Meck	Local	Exp.	
Single ride fare	\$2.50	\$1.25	\$1.00	\$1.25	\$0.00	\$2.50	\$2.20	\$3.00	\$4.40	\$2.00	\$2.50
Daily pass	\$5.00	\$2.50	\$2.00	\$2.50	\$0.00	\$5.00	n/a	n/a	n/a	\$4.50	\$9.00
7-day pass	\$20.00	\$12.00	\$12.00	\$12.00	\$0.00	n/a	\$30.80	n/a	n/a	\$22.50	\$23.75
31-day pass	\$80.00	\$40.00	\$36.00	\$40.00	\$0.00	\$80.00	\$88.00	\$121.00	\$176.00	\$80.00	\$95.00
FY 2019 NTD data:											
Fare revenue	\$1,850,179	\$2,916,518	\$2,260,327	\$163,352	\$0	\$445,414	\$23,501,878	\$2,949,369	\$7,410,139	\$128,844,212	
Boardings	1,653,987	5,271,428	6,562,498	225,261	6,573,353	449,979	22,939,551	691,155	8,586,386	116,665,095	
Passenger miles	18,724,985	19,651,541	20,409,369	unknown	11,760,560	6,288,322	108,304,969	9,797,046	41,356,725	693,601,465	
Avg. trip length	11.32	3.73	3.11	unknown	1.79	13.97	4.72	14.17	4.82	5.95	
Fare per boarding	\$1.12	\$0.55	\$0.34	\$0.73	\$0.00	\$0.99	\$1.02	\$4.27	\$0.86	\$1.10	
Fare per pax-mile	\$0.10	\$0.15	\$0.11	unknown	\$0.00	\$0.07	\$0.22	\$0.30	\$0.18	\$0.19	

Only the fare structure for full fare passengers is included – not passengers who pay a discount fare or who have a GoPass-type employer discount – but where there are separate local and express fares, they are broken out separately. (CATS has separate fares for express routes within Mecklenburg County and routes to other counties.)

Three bullet-point takeaways:

- GoTriangle’s regional fares are comparable to the local fare at CATS and MARTA, the regional fare at PART, and the express fare at GRTC. And our fares are much lower than the express fare at CATS.
- Our fares are twice as much as the local agencies in the Triangle, but we take passengers three times as far per trip.
- Chapel Hill Transit provides shorter trips than any other transit agency on this list.

Info provided by Matthew Frazier, Quality Assurance Department



Fare Integration Study

GoCary, GoDurham, GoRaleigh, and GoTriangle

Final Report

November 2018



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Executive Summary

The Wake and Durham County Fare Integration Study provides a comprehensive review of the current fare system and policies for four agencies operating in the region—GoCary, GoDurham, GoRaleigh, and GoTriangle. Across the region, opportunities exist for more common fare purchase and collection procedures, as well as standardization of some fare policies among the different providers. Analysis as part of this planning effort was conducted to help the region better understand how various policy and fare changes will impact the ridership and revenue of individual agencies and the region as a whole.

This study included a comprehensive evaluation of the existing fare structure, pricing and policies, a review of peer agencies and fare-related best practices, and input from stakeholders through a series of Fare Working Group¹ meetings held from April through October 2018.

Study Goals

The Fare Integration Study includes a review of the existing fare policies in Wake and Durham County, fare structures currently in place at peer agencies, best practices for fare structures, bulk pass programs, low-income programs, potential impacts of modeled fare scenarios, and fare and policy recommendations. The overall goals of the Fare Integration Study include:

- **Improve Pass Distribution and Sales.** Pass options, pricing, and discounts on pass products impact pass sales. Aligning fares and pass pricing and making all passes consistently available at the same locations would simplify the passenger experience.
- **Balance Revenue and Ridership Goals.** There is general agreement between agencies that increasing ridership is a priority of adjusting fares and integrating service; however, balancing revenue and ensuring financial sustainability also remain important.
- **Improve Passenger Experience.** Consistent fare pricing, discount policies, and fare media availability improves the passenger experience and makes the process as intuitive and seamless as possible.
- **Improve Regional Coordination.** Improve cooperation between agencies while maintaining a degree of autonomy.
- **Make Transit an Affordable Option.** Investigate feasibility of fare capping, low-income fares, and additional reduced fare categories.
- **Explore New Fare Technologies.** Pursue regional approach to smartcards and mobile ticketing to help understand the fare structure needs for adopting new technologies.

¹ The Fare Working Group was comprised of representatives from GoCary, GoDurham, GoRaleigh, GoTriangle, Wake County, City of Raleigh, and the Capital Area Metropolitan Planning Organization (CAMPO).

Existing Conditions and Background

The analysis of existing conditions reviews the existing fare structure and policies for GoTriangle, GoDurham, GoRaleigh, and GoCary to assess discrepancies between agency policies and identify potential opportunities for regional coordination and policy integration. This analysis also summarizes trends for farebox revenue within the region from 2011 to 2016, as well as fare media usage to determine opportunities for modifications to fare policies and structure. Key findings include the following:

- **Base fare pricing is inconsistent.** Regional and Express service is priced in two tiers (\$2.25 and \$3.00), while local service is priced at a single tier for each agency. Each local service provider charges a different base fare—\$1.00, \$1.25, or \$1.50. Simplifying the fare structure and aligning fares would simplify the customer experience.
- **There is an opportunity to align regional discount policies.** All of the agencies in the region offer the same discount for youth riders; however, discount policies for seniors and people with disabilities vary. Aligning these policies and pursuing a regional discount ID accepted by all service providers would improve the customer experience.
- **The pass distribution network is inconsistent.** Pass availability is limited in the existing pass distribution network. Pass availability varies by type of pass and by agency, which may be confusing for passengers.

Peer Review and Best Practices

The peer review and best practices analysis presents a comparison of the Wake-Durham region's fare structure and policies—including pass distribution network, base fares, pass multipliers, discount policies, farebox recovery rate, average cost per trip, average fare paid per trip, and average subsidy per trip—with peer agencies around the country. This chapter also assesses best practices for several policies and fare technologies, including electronic smartcards, fare capping, low-income fare programs, bulk pass programs, transfer policies, and fare free service. Key findings include the following:

- **Wake-Durham local fares are less expensive than peer agencies.** Local fares in the Wake-Durham region are between \$0.50 and \$1.75 less expensive than peer agency fares. Express fares are generally consistent with peer agencies.
- **Pass multipliers are consistent with peer agencies.** There is some variability between peer agency pass multipliers, but Wake-Durham agency multipliers are within the acceptable range of peer agencies.
- **Peer agency pass distribution networks are more robust and consistent.** The Wake-Durham region would benefit from improving the pass distribution network to align with peer agencies.
- **Mobile ticketing can be a cost-effective technology improvement that has the potential to be implemented quickly.** Implementing mobile ticketing can be less costly than electronic smartcards and can accommodate fare capping and incorporating other discount programs. Peer agencies have invested in mobile ticketing infrastructure.
- **Fare capping can improve equity and reduce upfront costs for low-income passengers.** Incorporating fare capping through mobile ticketing and/or smartcards is a

method for reducing high out-of-pocket payments required for low-income riders to purchase monthly pass products.

- **Low-income fare categories can improve equity and increase the affordability of transit for vulnerable populations.** However, low-tech strategies can be burdensome to the passenger, and high-tech strategies may be expensive or burdensome to the agency. The pros and cons of such a program should be considered before implementing.
- **Expanding pass programs can increase transit ridership and revenue for the agency.** As more passengers have expanded options for cost effective use of the transit system, ridership potential increases.

Fare Recommendations

Fare and policy recommendations for Go Cary, GoDurham, GoRaleigh, and GoTriangle are based on findings from the existing conditions analysis, peer review and best practices, fare modeling, and refining concepts with the Fare Working Group. The first phase of implementation is anticipated to occur in Summer 2019, with additional recommendations anticipated for implementation in early 2020.

- **Phase 1: Fare structure, discount policies, and pricing should be aligned across the region.** Beginning in the Summer of 2019, it is recommended that the region implement a tiered fare structure (\$1.25/\$2.50) with consistent discount policies.
- **Phase 2: Fare capping, smartcards, and mobile ticketing should be pursued in early 2020.** After the fare structure and discount policies are aligned, the region should pursue the implementation and integration of mobile ticketing, fare capping, and smartcards.

The recommended fare structure is provided in Figure ES-1, and Figure ES-2 provides a summary of recommendations developed as part of the Fare Integration Study.

Figure ES-1 Recommended Regional Fare Structure

Fares/Multipliers	Local	Regional/ Express
Base	\$1.25	\$2.50
Day Pass	\$2.50	\$5.00
7-Day Pass	\$12.00	\$24.00
31-Day Pass	\$40.00	\$80.00
Base Discount	\$0.60	\$1.25
Discount Day Pass	\$1.25	\$2.50
Discount 7-Day Pass	\$6.00	\$12.00
Discount 31-Day Pass	\$20.00	\$40.00

Figure ES-2 Fare Recommendations Summary

Type	Recommendation
Fare Structure Recommendations (Implementation in Summer 2019)	<ul style="list-style-type: none"> ▪ Implement two-tiered region-wide fare structure with a local base fare of \$1.25 and regional/express base fare of \$2.50 ▪ Offer consistent discounts/categories <ul style="list-style-type: none"> – Youth 12 and Under – Free – Youth 13 to 18 – Free with Youth GoPass, otherwise 50% discount – Seniors 65+ – Free – People with Disabilities – 50% discount ▪ Offer \$2.50/\$5.00 paratransit base fare ▪ Provide consistent products/discounts <ul style="list-style-type: none"> – Offer 15% discount for Day Pass bundles – Continue to offer Value Cards – Eliminate GoDurham 5-Day Pass – Sell only Day Passes on-board
Near-Term Fare Policies (Implementation in Summer 2019)	<ul style="list-style-type: none"> ▪ Establish pass sales agreement and discount guidelines ▪ Pursue new sales partnerships ▪ Expand GoPass program ▪ Establish guidelines for fare adjustments ▪ Implement region-wide discount ID
Mid-Term Fare Policies (Implementation in Early 2020)	<ul style="list-style-type: none"> ▪ Pursue mobile ticketing ▪ Pursue fare capping ▪ Consider implementation of smartcards

1 Introduction

The Wake and Durham County Fare Integration Study provides a comprehensive review of the current fare system and policies for four agencies operating in the region—GoCary, GoDurham, GoRaleigh, and GoTriangle. Across the region, opportunities exist for more common fare purchase and collection procedures, as well as standardization of some fares among different providers. Analysis as part of this planning effort was conducted to help the region better understand how policy and fare changes will impact the ridership and revenue of individual agencies and the region as a whole.

This study included a comprehensive evaluation of the existing fare structure, pricing, and policies, a review of peer agencies and fare-related best practices, and input from stakeholders through a series of Fare Working Group¹ meetings. This report provides recommendations for fare pricing and structure, fare policy changes, and fare-related technology for the four agencies.

Key recommendations from the study include: adjustments to base fare and pass pricing, aligning regional fares and discount policies, offering a new technology options, offering fare capping on daily and monthly products, establishing new policies, and expanding the GoPass program to employers of all sizes in the region.

STUDY GOALS

The Fare Integration Study includes a review of the existing fare policies in Wake and Durham County, fare structures currently in place at peer agencies, best practices for fare structures, pass programs, low-income programs, potential impacts of modeled fare scenarios, and fare and policy recommendations. The overall goals of the fare integration study include:

- **Improve Pass Distribution and Sales.** Pass options, pricing, and discounts on pass products impact pass sales. Aligning fares and pass pricing and making all passes consistently available at the same locations would simplify the passenger experience.
- **Balance Revenue and Ridership Goals.** There is general agreement between agencies that increasing ridership is a priority of adjusting fares and integrating service; however, balancing revenue and ensuring financial sustainability also remain important.
- **Improve Passenger Experience.** Consistent of fare pricing, discount policies, and fare media availability improves the passenger experience and make the process as intuitive and seamless as possible.
- **Improve Regional Coordination.** Improve cooperation between agencies while maintaining a degree of autonomy.

¹ The Fare Working Group was comprised of representatives from GoCary, GoDurham, GoRaleigh, GoTriangle, Wake County, City of Raleigh, and the Capital Area Metropolitan Planning Organization (CAMPO). The work group met monthly from April through October 2018.

- **Make Transit an Affordable Option.** Investigate feasibility of fare capping, low-income fares, and additional reduced fare categories.
- **Explore New Fare Technologies.** Regional approach to smartcards and mobile ticketing to help understand the fare structure needs for adopting new technologies.

Figure 1-1 Fare Integration Study Goals



REPORT ORGANIZATION

The report is organized into four chapters in addition to this Introduction—existing conditions and background, peer agency findings, fare scenarios, and recommendations.

- **Chapter 02 Existing Conditions and Background.** This chapter highlights the regional pass distribution network, fare policies, pricing, fare structure, and revenue and ridership trends.
- **Chapter 03 Peer Review and Best Practices.** This chapter provides an overview of each peer agency's key information and current fare structure and policies. Performance indicators are compared for the region and each peer agency. This chapter also explores best practices and lessons learned for low-income fare programs, fare capping, pass programs, and fare free transit service.
- **Chapter 04 Fare Scenarios.** This chapter summarizes the eight fare scenarios that were modeled and highlights the associated ridership and revenue impacts.
- **Chapter 05 Recommendations.** This chapter builds on the fare scenarios and peer agency findings by identifying priority outcomes and combining scenarios into a single preferred recommendation. There is additional discussion of policy recommendations for consideration and incorporation by the agencies.

2 Existing Conditions and Background

This chapter reviews the existing fare structure and policies for GoCary, GoDurham, GoRaleigh, and GoTriangle to assess discrepancies between agencies and identify potential opportunities for regional coordination and policy integration. This chapter also summarizes trends for farebox revenue within the region from 2011 to 2016, as well as fare media usage to determine opportunities for modifications to fare policies and structure.

KEY FINDINGS

Fare Structure and Pricing

- **Base fare pricing is inconsistent.** Regional and Express service is priced in two tiers (\$2.25 and \$3.00), while local service is priced at a single tier for each agency. Each local service provider charges a different base fare—\$1.00, \$1.25, or \$1.50. Simplifying the fare structure and aligning fares would simplify the customer experience.
- **Fare pass multipliers are relatively consistent.** Pass multipliers for day passes, 7-day passes, and 31-day passes, as a function of base fare price, are relatively consistent between the four agencies. Day passes are consistent at 2x, 7-day passes range from 7x to 10x, and 31-day passes range from 34x to 36x.
- **There is an opportunity to align regional discount policies.** All of the agencies in the region offer the same discount for youth riders; however, discount policies for seniors and people with disabilities vary. Aligning these policies and pursuing a regional discount ID accepted by all service providers would improve the customer experience.
- **The pass distribution network is inconsistent.** Pass availability is limited in the existing pass distribution network. Pass availability varies by type of pass and by agency.

Revenue Trends

- **Farebox recovery rate in the region is decreasing.** During the period of 2011 to 2016, farebox recovery rates in the region have generally been decreasing, and all agencies are currently at recovery rate under 20%. Falling farebox recovery rates can indicate an opportunity to look at fare adjustments.
- **Subsidy per trip in the region is increasing.** Related to operating costs per trip and fares paid per trip, the average subsidy per trip in the region has generally increased from 2011 to 2016. This also may be indicative of a need to adjust fare pricing and policies.
- **Passes are used more frequently than cash fares.** Fares are paid in cash for fewer than 25% of trips in the region and are most common on GoDurham routes. Express passes are also used much less frequently than regional or local passes.

FARE STRUCTURE AND PRICING

Fare Structure

Fare structures are similar across the agencies; however, there are key differences in fare pricing and pass multipliers, as shown in Figure 2-1 and Figure 2-2. One key structural difference is that GoTriangle service is priced in two tiered categories for regional and express service, while GoDurham, GoRaleigh, and GoCary only offer one tier of local service, although the base price for local service is different for each of these agencies. Each agency offers cash fares, local and regional day-passes, local and regional 7-day passes, local and regional 31-day passes, and stored value cards. Each agency also offers discount fares for a number of fare categories. GoDurham is unique in also offering 5-day passes.

Pricing

Base fares range from as low as \$1.00 for GoDurham service to as high as \$3.00 for GoTriangle Express service. Local service is priced at \$1.00, \$1.25, and \$1.50 for GoDurham, GoRaleigh, and GoCary, respectively. GoTriangle Regional and Express service are more expensive than local service, priced at \$2.25 and \$3.00, respectively.

Pass multipliers are the number of single trips that a rider must purchase in order to “break even” on the cost of a given pass product. For example, a day pass with a 2x multiplier means that a passenger would need to ride transit twice in a day to break even. Pass multipliers can be adjusted to make passes more attractive fare options for riders or to raise additional revenue for the agency.

Pass multipliers for day passes and 31-day passes are generally consistent across the agencies, with day-passes at 2x and 31-day passes between 34x and 36x; however, 7-day passes range from roughly 7x for GoTriangle, 10x for GoRaleigh and GoCary, and 12x for GoDurham. These differences present an opportunity to make pass multipliers consistent across the region.

Figure 2-1 Agency Fare Structures

	GoRALEIGH		GoCARY		GoTRIANGLE Regional		GoTRIANGLE Express		GoDURHAM	
	Full Fare	Reduced Fare	Full Fare	Reduced Fare	Full Fare	Reduced Fare	Full Fare	Reduced Fare	Full Fare	Reduced Fare
Cash Fare	\$1.25	\$0.60	\$1.50	\$0.75	\$2.25	\$1.00	\$3.00	\$1.25	\$1.00	\$0.50
Local Day Pass	\$2.50	\$1.25	\$3.00	\$1.50	N/A	N/A	N/A	N/A	\$2.00	\$1.00
Regional Day Pass	\$4.50	\$2.00	\$4.50	\$2.00	\$4.50	\$2.00	\$6.00	\$2.50	\$4.50	\$2.00
Local 7-Day Pass	\$12.00	\$6.00	\$14.50	\$7.25	N/A	N/A	N/A	N/A	\$12.00	\$7.00
Regional 7-Day Pass	\$16.50	\$7.50	\$16.50	\$7.50	\$16.50	\$7.50	\$22.00	\$9.25	\$16.50	\$7.50
Local 31-Day Pass	\$45.00	\$22.50	\$54.00	\$27.00	N/A	N/A	N/A	N/A	\$36.00	\$18.00
Regional 31-Day Pass	\$76.50	\$34.00	\$76.50	\$34.00	\$76.50	\$34.00	\$102.00	\$42.50	\$76.50	\$34.00
\$25 Stored Value Card* Sold in \$50, \$25, and \$13.50 increments	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00

Regional Passes: allow riders to travel on all routes across all providers with the exception of GoTriangle Express Routes.

Express Passes: allow riders to travel on all routes across all providers without exception.

Figure 2-2 Agency Pass Multipliers

	GoRALEIGH		GoCARY		GoTRIANGLE Regional		GoTRIANGLE Express		GoDURHAM	
	Full	Reduced	Full	Reduced	Full	Reduced	Full	Reduced	Full	Reduced
Base Fare	\$1.25	\$0.60	\$1.50	\$0.75	\$2.25	\$1.00	\$3.00	\$1.25	\$1.00	\$0.50
Day Pass Multiplier	2	2.1	2	2	2	2	2	2	2	2
7-Day Pass Multiplier	9.6	10	9.6	9.6	7.3	7.5	7.3	7.4	12	14
31-Day Pass Multiplier	36	37.5	36	36	34	34	34	34	36	36

Discount Policies

Discount policies also vary between the agencies, as shown in Figure 2-3. Generally, there is an opportunity to standardize discount policies by aligning discounts offered for students/youth, seniors, and people with disabilities.

There is also an opportunity to standardize discount ID policies between the agencies, especially for seniors and people with disabilities. Existing policies are described further below. Recent implementation of the Youth GoPass program has created a standard ID policy for riders age 13-18 across all agencies.

Youth

All Wake-Durham agencies currently offer free service for children and youth ages 18 and younger. Children 0-12 ride free with no pass or ID required. Youth age 13-18 are able to ride free with a Youth GoPass but are charged a fare if they do not have one. This is a recent policy change that was implemented in Summer 2018.

Seniors

GoRaleigh and GoDurham both offer free service for seniors age 65 and older. GoTriangle offers a 58% discount for seniors age 65 and older, while GoCary offers a 50% discount for seniors age 60 and older. Integrating senior policy in terms of the discount provided and the age group considered under the discount policy would enhance interagency cooperation and the rider experience, particularly for seniors transferring between agencies.

Existing ID policies for seniors include the following:

- GoRaleigh riders must present GoRaleigh ID
- GoCary accepts GoCary Door to Door ID or valid government ID
- GoTriangle accepts discount ID issued by GoTriangle, GoCary, GoDurham, or GoRaleigh or Medicare ID
- GoDurham riders must present GoDurham ID or government-issued photo ID

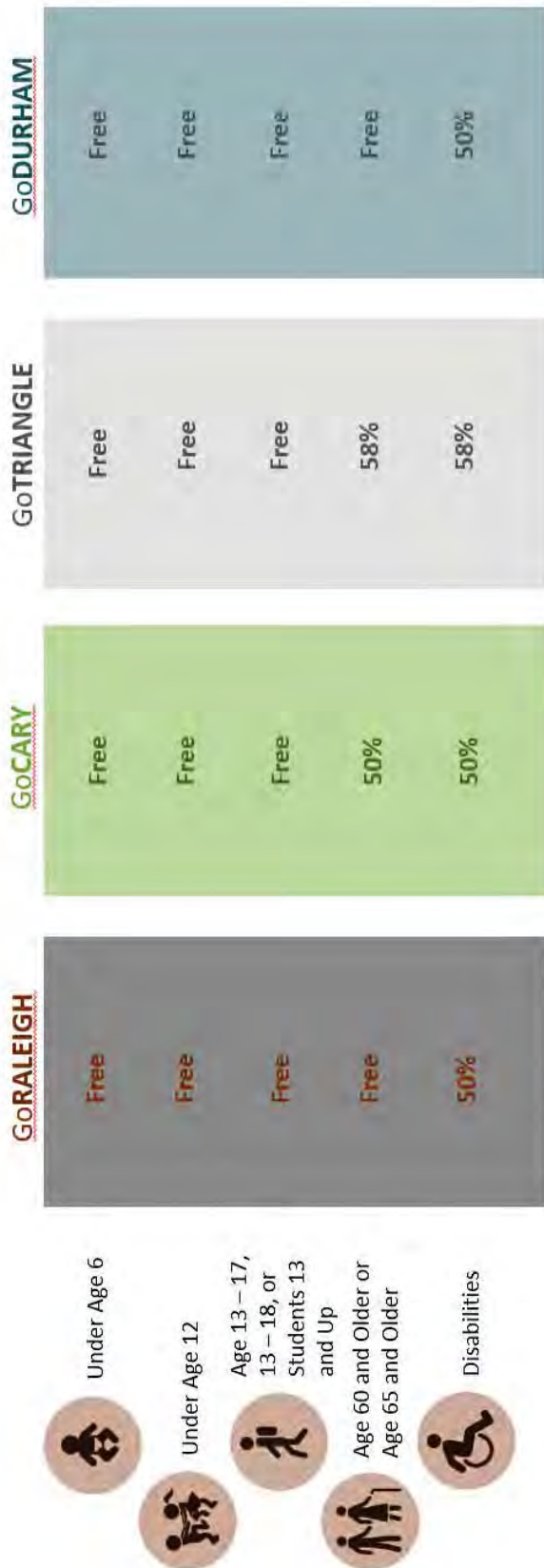
Disabilities

All agencies offer a 50% discount for passengers with disabilities except GoTriangle, which offers a 58% discount. This policy is generally consistent among the agencies. GoTriangle's discount percentage is currently set to round their discount fares to the nearest quarter. This percentage should be reevaluated whenever base fares for the agency are altered.

Existing ID policies for people with disabilities include the following:

- GoRaleigh riders must present GoRaleigh ID
- GoCary accepts GoCary Door to Door ID or valid government ID
- GoTriangle accepts discount ID issued by GoTriangle, GoCary, GoDurham, or GoRaleigh; Braille Institute ID card; Veterans Health ID card; or proof of ADA eligibility from another transit system
- GoDurham accepts GoDurham ID or Medicare card

Figure 2-3 Fare Discounts Available



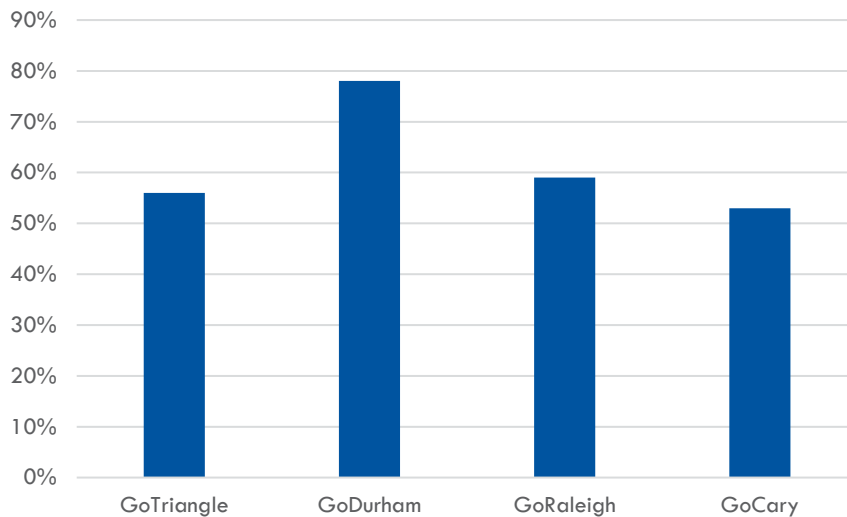
Transfers

There is significant potential to make transfer policies more consistent among the Wake-Durham agencies. Currently, riders using an express pass can transfer between local, regional, or express bus, as well as across providers for free. Riders using a regional pass can transfer between local and regional buses—regardless of provider—for free, but cannot transfer to an express bus without paying an upcharge.

Using local passes or cash payments, GoDurham, GoCary, and GoRaleigh do not offer any free local transfers. All one-way bus boardings for these agencies require full fare payment.

In the Wake-Durham region, many one-way trips require a transfer, and this may become more prevalent in the future as the network is modified, creating a financial burden for some riders. Currently, more than 50% of trips for each agency require a transfer to complete their trip, as shown in Figure 2-4. In the future, an alternative approach to consider instead of offering transfers is to create a two-hour pass policy that allows unlimited use of the transit network for that amount of time.

Figure 2-4 One-Way Trips Requiring More than One Bus



Fare Policies

Unique fare policies between the agencies can add confusion for customers. Policies should be made consistent for all agencies if possible. These policies include:

- GoRaleigh offers 15% bundle discount on six or more Day Passes.
- Prepaid Value Cards are available to purchase one way fares and day passes at a 20% discount and are accepted at the fareboxes of all four agencies.
- GoRaleigh and GoDurham have free fares for seniors but charge ADA-eligible riders half price.
- GoCary issues change cards at the farebox that expire after one year; GoRaleigh issues change cards that work across regional agencies.
- All GoCary passes sold on board are activated immediately.

- GoTriangle currently offers transfers to other GoTriangle regional routes with a transfer card issued on board and express routes with a \$0.75 upcharge; GoTriangle is also seeking to eliminate transfers but has not yet done so.
- GoDurham, GoCary, and GoRaleigh do not offer free local transfers.
- GoWake Access fares are only paid onboard.

General discounts offered for making upfront purchases would be more effective if they were consistent across all agencies. For example, a 15% discount for purchasing at least six day passes and a 20% discount for purchasing value cards worth \$13.50, \$25, or \$50 could be made available at all regional agencies to encourage additional ridership.

Pass Distribution

The existing pass distribution network, shown in Figure 2-5, varies by pass type and agency, presenting challenges for passengers. The pass distribution network is generally inconsistent among the agencies. All four agencies offer day passes onboard their vehicles; however, GoCary is unique in also offering 7-day passes and 31-day passes onboard.

GoTriangle is the only agency that allows riders to purchase passes online. Almost every pass option in the region is available in a transit or government building with the exception of GoCary, which only offers the 31-day pass in transit or government buildings. GoRaleigh is the only agency to offer passes at ticket vending machines (TVMs) or third-party retail locations. All GoRaleigh pass options are available at TVMs, while only 7-day passes and 31-day passes are available at third-party retail locations, including select Harris Teeter locations in Raleigh.

There is opportunity to develop a consistent, regional pass distribution network which offers the same passes at the same locations for all agencies in the Wake-Durham region. Such a distribution network would enhance the customer experience by allowing for purchase of all pass types in a greater variety of locations.

Figure 2-5 Existing Pass Distribution Network

Agency	Fare Type	Onboard	Online	Transit/ Government Building	In Stores	TVM
GoRaleigh	Day Pass	✓		✓		✓
	7-Day Pass			✓	✓	✓
	31-Day Pass			✓	✓	✓
GoCary	Day Pass	✓				
	7-Day Pass	✓				
	31-Day Pass	✓		✓		
GoTriangle	Day Pass	✓	✓	✓		
	7-Day Pass		✓	✓		
	31-Day Pass		✓	✓		
GoDurham	Day Pass	✓		✓		
	7-Day Pass			✓		
	31-Day Pass			✓		

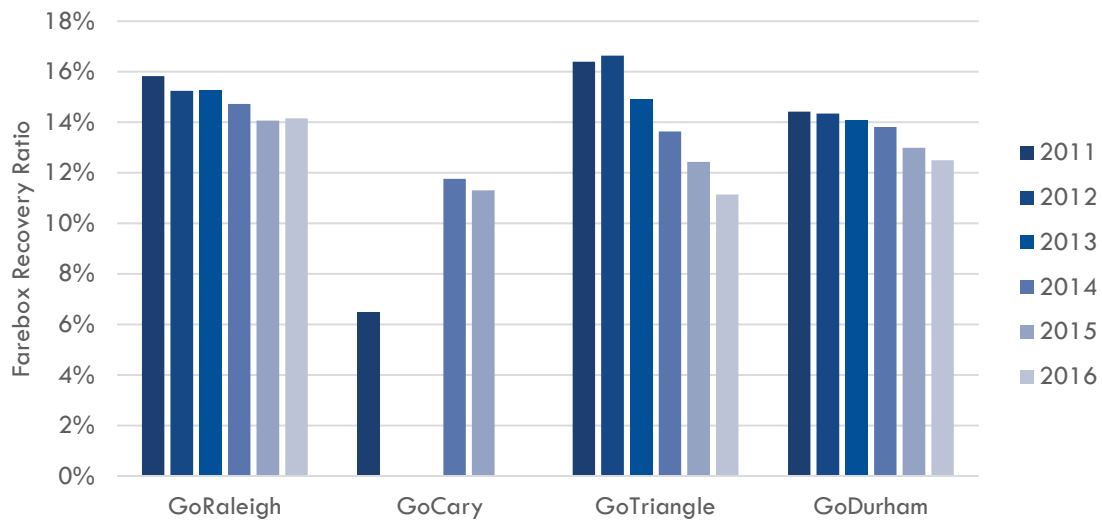
REVENUE TRENDS

Farebox Recovery Rate

Farebox recovery is a measure of the percentage of agency operating funds that come from fare-paying customers. Currently, there are no farebox recovery goals established for any of the agencies in the Wake-Durham region. Farebox recovery rates for each agency from 2011 to 2016 are shown in Figure 2-6.

In general, farebox recovery rates have been declining across the agencies since 2011.¹ The average farebox recovery for the four agencies is below 20%. While increasing ridership is a goal of this fare study, it is also imperative to balance this with farebox recovery to ensure agency financial sustainability.

Figure 2-6 Farebox Recovery Rate Trends (2011-2016)



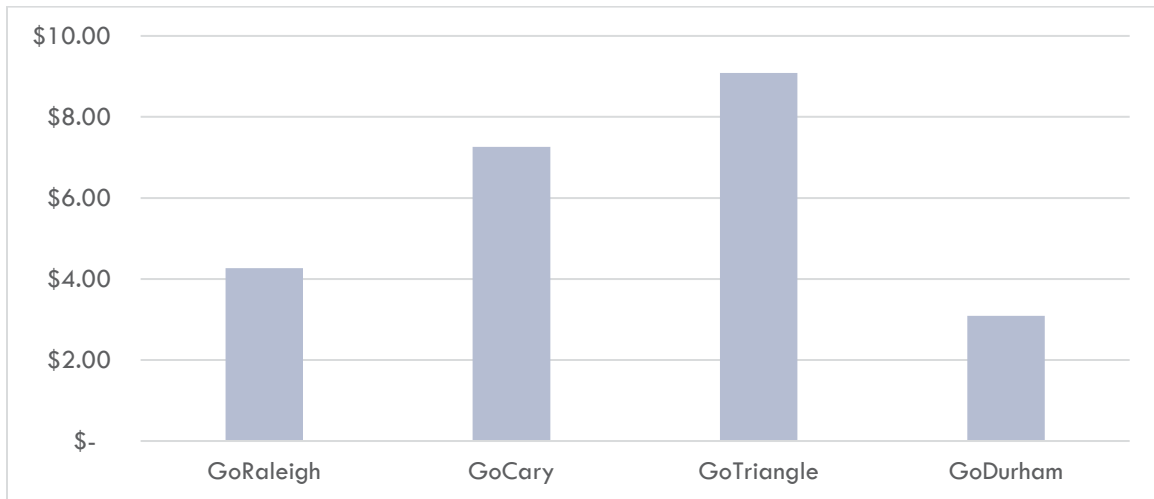
Operating Cost per Trip

Operating cost per trip is a metric used to determine the average operating cost to the agency for each passenger trip in the system. The average operating cost per trip for the four agencies in 2016 is shown in Figure 2-7. Average operating cost per trip ranges from \$3.09 for GoDurham service to \$9.09 for GoTriangle service.

GoTriangle provides regional service over a larger area than the other agencies, resulting in a higher operating cost per trip. The operating cost per trip for GoCary (\$7.26) is relatively high compared to the other local services, likely due to GoCary's smaller size.

¹ Data was not available for GoCary in 2012 or 2013

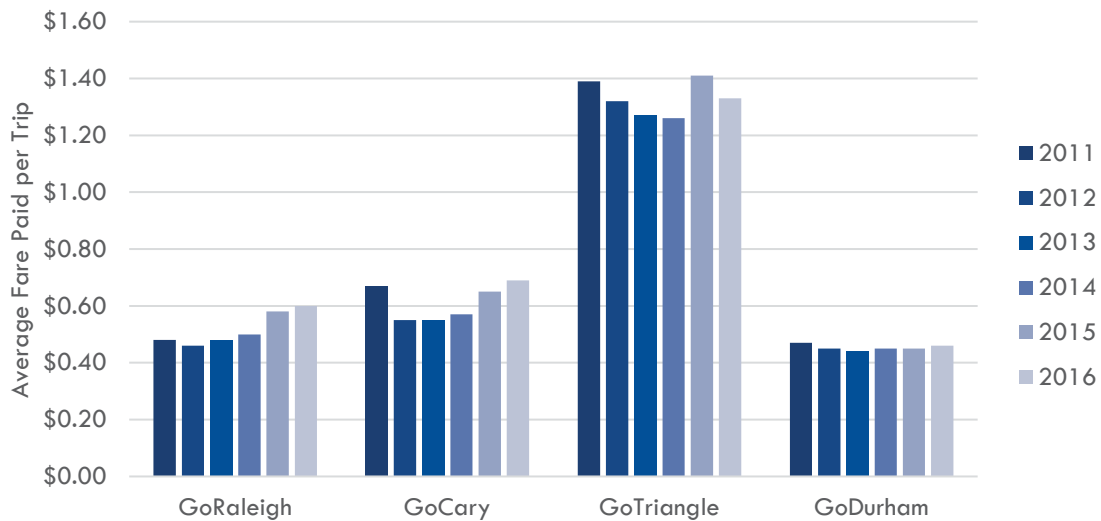
Figure 2-7 Average Operating Cost per Trip (2016)



Fares Paid per Trip

Due to discount policies, fare pass discounts, and fare evasion, the full base fare for service is not always paid for every trip—instead, the actual fare paid per trip is often lower. Figure 2-8 shows the average fares paid per trip for each agency between 2011 and 2016. Average fares paid per trip generally follow the same pattern as the listed base fares for each agency—GoDurham has the lowest fares paid, followed by GoRaleigh, GoCary, and GoTriangle with the highest. Average fares paid range from a low of \$0.44 for GoDurham to \$1.41 for GoTriangle. The fares paid per trip vary from year to year, but fluctuations are relatively small (within \$0.15 per trip).

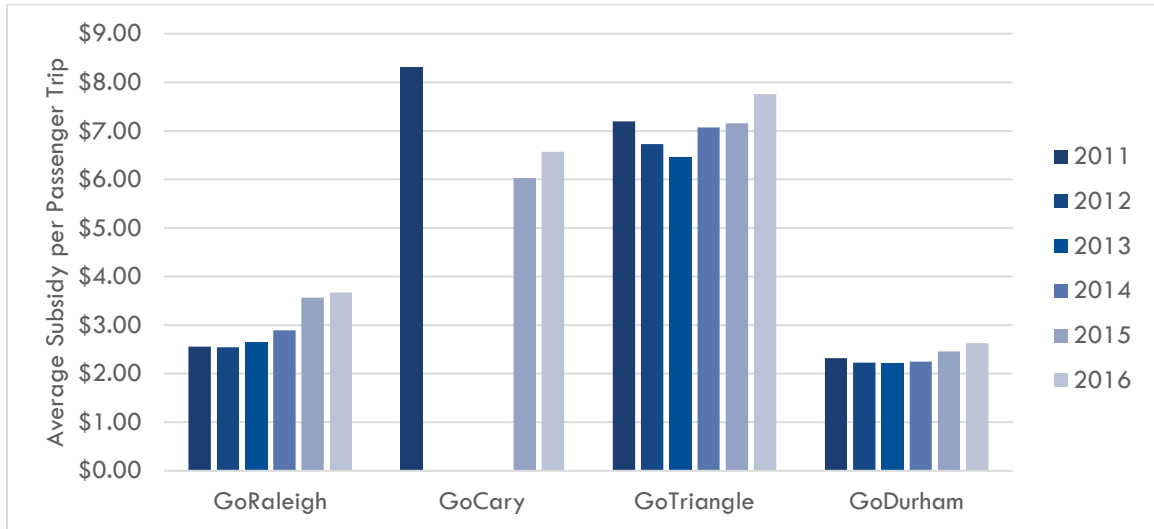
Figure 2-8 Average Fares Paid per Trip (2011-2016)



Subsidy per Trip

By subtracting the average cost per trip by the average fare paid per trip, it is possible to calculate the average subsidy per trip. In general, the average subsidy per trip, shown in Figure 2-9, ranged from a low of \$2.63 per trip for GoDurham to a high of \$7.76 per trip for GoTriangle. GoTriangle subsidies have increased since 2013, growing by more than \$1.00 in a three-year period. GoCary had an average subsidy per trip of \$8.32 in 2011, but that number decreased to \$6.57 in 2016.

Figure 2-9 Average Subsidy per Trip (2011-2016)



Fare Media

The fare media used at regional agencies is shown in Figure 2-10. In general, all four agencies primarily rely on passes for the bulk of their fare media. Passes are used for 75% of GoDurham riders, 70% of GoCary riders, 77% of GoTriangle riders, and 64% of GoRaleigh riders.

Cash payments account for less than 25% of boardings across the agencies, with 24% of GoDurham riders, 19% of GoCary riders, 14% of GoTriangle riders, and 8% of GoRaleigh riders paying cash.

The type of passes used for each agency are shown in Figure 2-11. Generally, Express Passes are not widely used, accounting for less than 5% of all pass usage. GoTriangle (64%) and GoDurham (22%) have higher GoPass usage than the other agencies. GoTriangle (32%) and GoCary (31%) also have higher Regional Pass usage than the other agencies. The majority of pass use for GoDurham (73%), GoRaleigh (90%), and GoCary (63%) are local passes.

This indicates that changes to Express Passes are unlikely to have large impacts, while changes to Regional Passes are likely to have a greater impact for GoTriangle and GoCary. Similarly, changes to the GoPass structure will have greater impacts to GoTriangle and GoDurham. Changes to local passes will likely have a significant impact for all local service agencies.

Figure 2-10 Fare Media Used by Agency

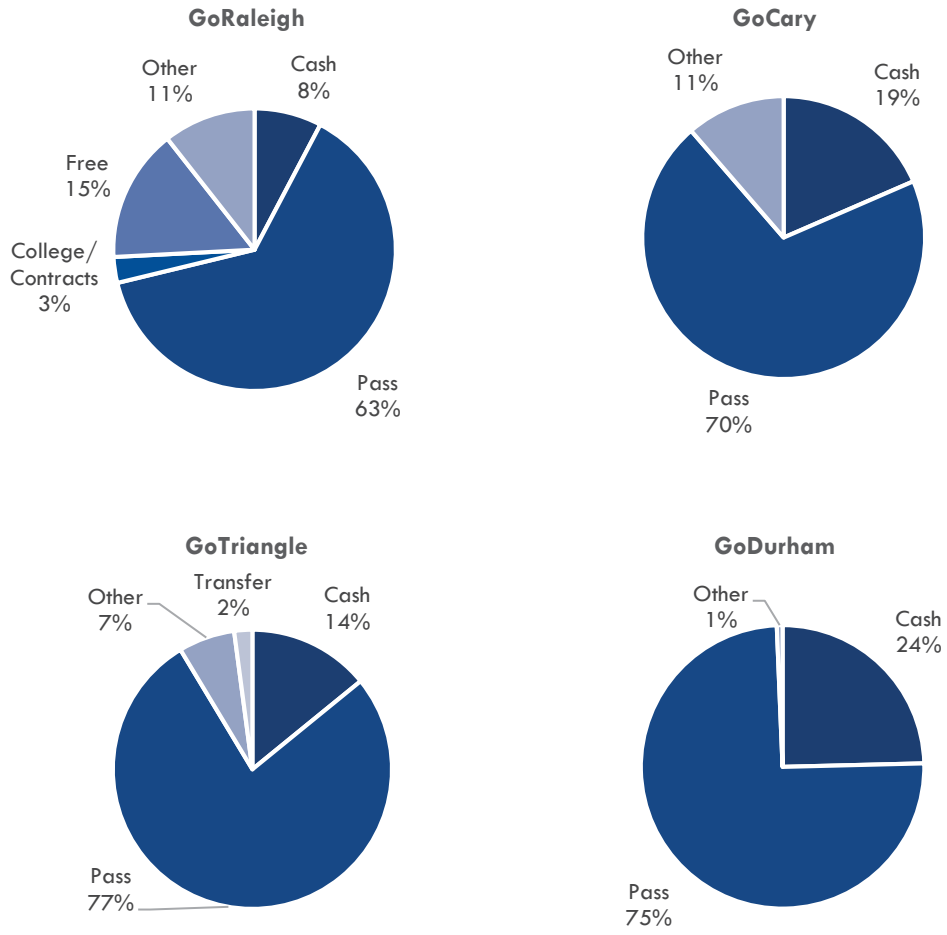
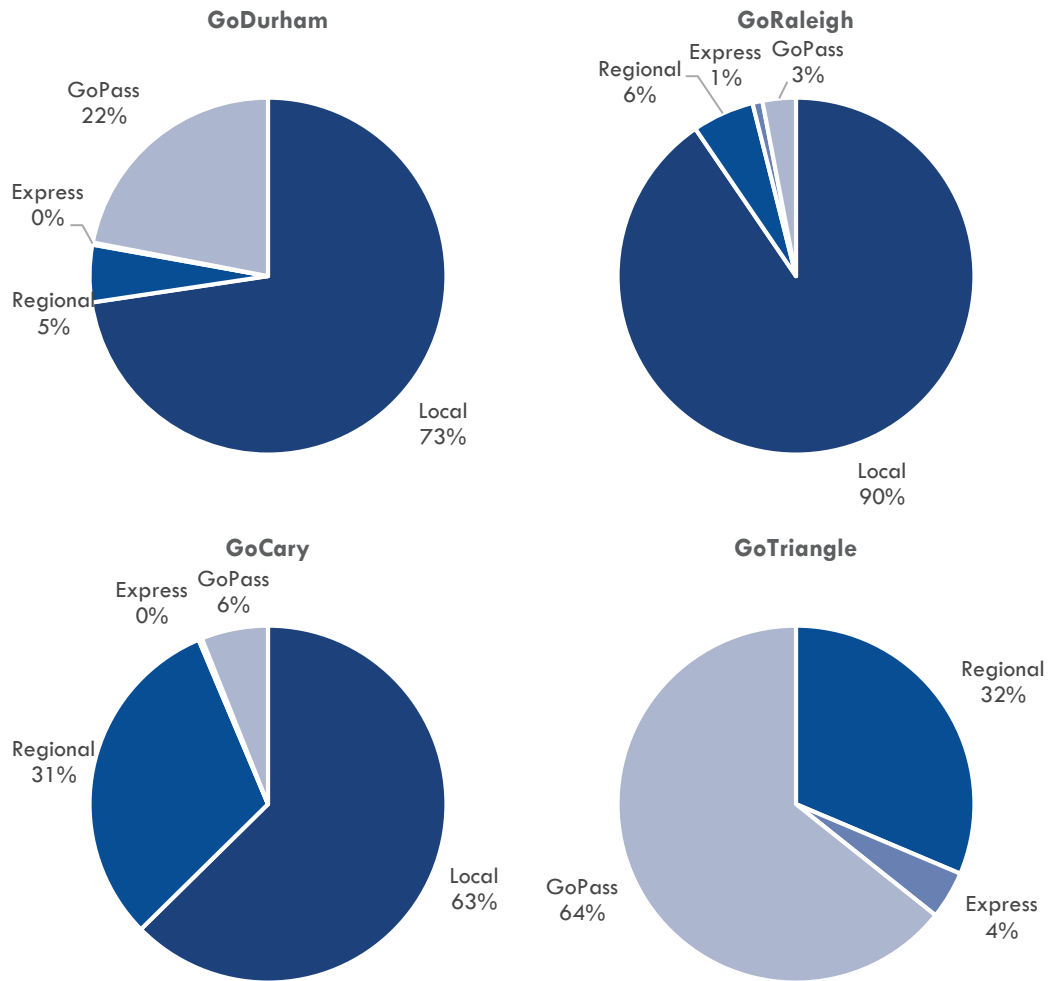


Figure 2-11 Pass Type by Agency

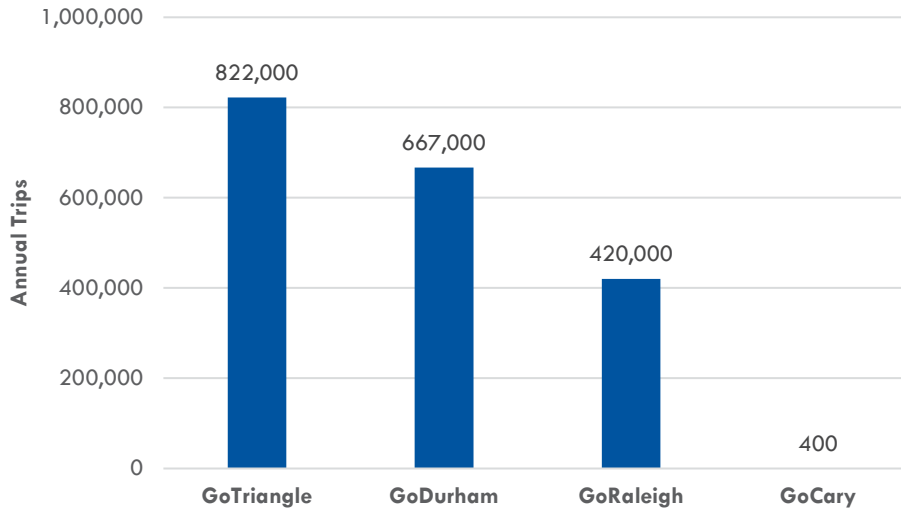


GOPASS PROGRAM

In the Wake-Durham region, the GoPass Program is available through numerous employers and universities. GoPass use varies by agency and passenger demographics. The annual GoPass use for each agency in the region is shown in Figure 2-12. Generally, GoPasses are used by commuters employed by universities and government agencies. Eligible employees have the option of purchasing or using an employer-provided GoPass, and employers participating in the GoPass program are billed by the transit agency based on pass usage.

In this section, GoPass use is analyzed in greater detail for each agency, with the exception of GoCary. GoPass use for GoCary is sufficiently small that detailed data from the agency was not available.

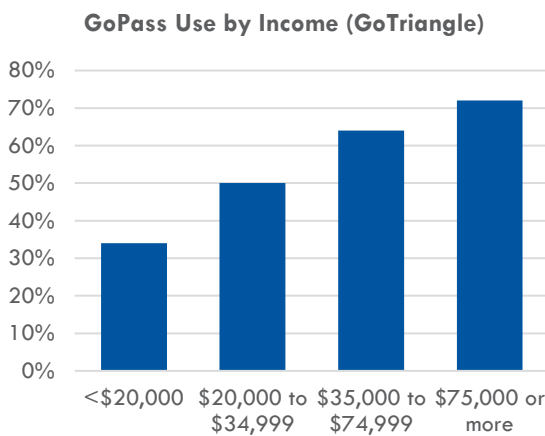
Figure 2-12 Annual GoPass Use by Agency



GoTriangle

The majority of GoTriangle riders (53%) use a GoPass. Additionally, 85% of GoPass use on GoTriangle routes is by riders affiliated with a university. Higher incomes are also correlated with higher GoPass use, indicating that high-income commuters are more likely to have access to the program.

Figure 2-13 GoPass Use by Income and by University Affiliation for GoTriangle Riders

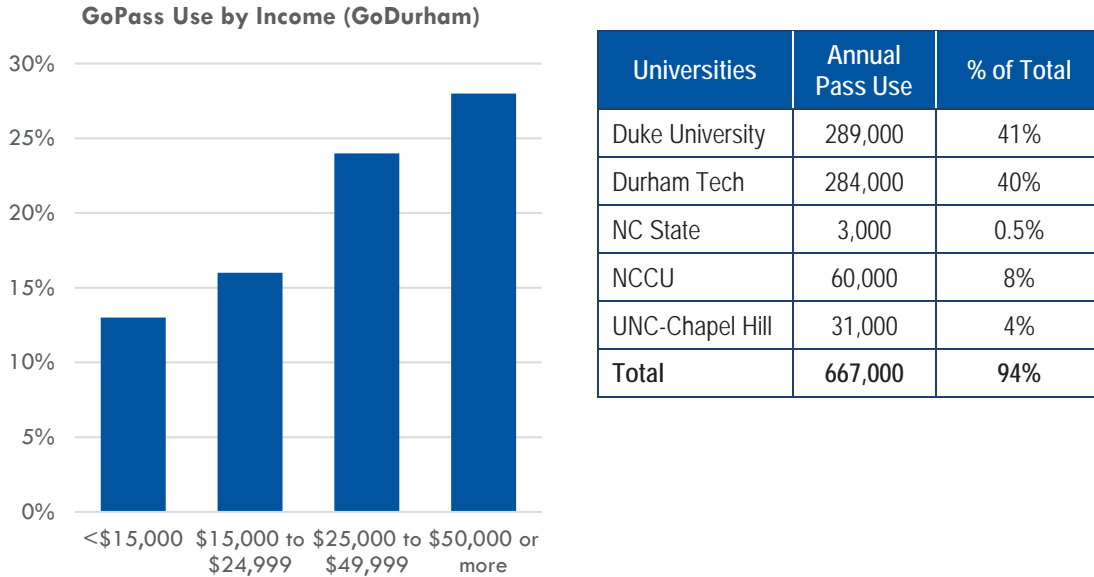


Universities	Express	Regional	% of Total
Duke University	72,000	106,000	22%
Durham Tech	1,800	25,000	3%
NC State	38,000	56,000	11%
NCCU	500	5,000	0.6%
UNC-Chapel Hill	56,000	335,000	48%
Total	168,000	527,000	85%

GoDurham

GoPass use is significantly lower for GoDurham than for GoTriangle, with only 16% of GoDurham riders utilizing GoPass. The majority of GoPass use on GoDurham routes is by university-affiliated riders, accounting for 94% of all GoPass use for the agency. Higher incomes are also correlated with higher GoPass use, but less significantly than for GoTriangle.

Figure 2-14 GoPass Use by Income and by University Affiliation for GoDurham Riders



GoRaleigh

GoPass use for GoRaleigh is similar to GoDurham, with 14% of GoRaleigh riders utilizing GoPass. Similar to GoDurham and GoTriangle, GoPass use for GoRaleigh is primarily through university-affiliated riders; however, there is also a large share of government employees using GoPass on GoRaleigh service. Income data was not available for GoRaleigh for inclusion in this analysis.

Figure 2-15 GoPass Use by Organization/Employer Affiliation for GoRaleigh Riders

Organization	Annual Pass Use	% of Total
NC State	184,000	44%
Wake Tech	78,000	19%
State Gov.	55,000	13%
Shaw Univ.	32,000	8%
City of Raleigh	20,000	5%
Total	369,000	89%

3 Peer Review and Best Practices

This chapter presents a comparison of the Wake-Durham region's fare structure and policies—including pass distribution network, base fares, pass multipliers, discount policies, farebox recovery rate, average cost per trip, average fare paid per trip, and average subsidy per trip—with peer agencies around the country. This chapter also assesses best practices for several policies and fare technologies, including electronic smartcards, fare capping, low-income fare programs, pass programs, transfer policies, and fare free service. These topics expand beyond the listed peer agencies and regions to explore relevant case studies for applicable policies and programs.

KEY FINDINGS

Fare Structure

- **Wake-Durham local fares are less expensive than peer agencies.** Local fares in the Wake-Durham region are between \$0.50 and \$1.75 less expensive than peer agency fares. Express fares are generally consistent with peer agencies.
- **Pass multipliers are consistent with peer agencies.** There is some variability between peer agency pass multipliers, but Wake-Durham agency multipliers are within the acceptable range of peer agencies.
- **Peer agency pass distribution networks are more robust and consistent.** The Wake-Durham region would benefit from improving the pass distribution network to align with peer agencies.
- **The Wake-Durham region offers more free service categories than peer agencies.** Discount categories are relatively similar between the peer agencies, but Wake-Durham agencies provide free service to youth under 18, while most peers offer discounted service to youth under 18 and free service to children under 6 only.

Revenue Trends

- **The Wake-Durham region has lower farebox recovery rates than peer agencies.** Lower fares and more free service categories in the region are a likely contributing factor to this trend.
- **GoTriangle and GoCary have higher average costs and average subsidy per trip.** GoDurham and GoRaleigh are comparable to peer agencies, but GoTriangle and GoCary have higher average costs and average subsidy per trip.

Policies and Programs

- **Mobile ticketing can be a cost-effective technology improvement that has the potential to be implemented quickly.** Implementing mobile ticketing can be less

costly than electronic smartcards and can accommodate fare capping and incorporating other discount programs. Peer agencies have invested in mobile ticketing infrastructure.

- **Fare capping can improve equity and reduce upfront costs for low-income passengers.** Incorporating fare capping through a mobile ticketing flash pass or smartcard provide methods for reducing out of pocket payments required for low-income riders.
- **Low-income fare categories can improve equity and increase the affordability of transit for vulnerable populations.** However, low-tech strategies can be burdensome to the passenger, and high-tech strategies may be expensive or burdensome to the agency. The pros and cons of such a program should be considered before implementing.
- **Expanding bulk pass programs can increase transit ridership and revenue for the agency.** As more passengers have expanded options for cost-effective use of the transit system, ridership potential increases.
- **Fare free operation can be transformative for a transit agency but requires creative funding partnerships.** Fare free systems typically experience significant ridership growth after eliminating fares. Replacing lost fare revenue while meeting growing ridership demand may be challenging without establishing supportive financial partnerships.

INTRODUCTION

Peer reviews are a useful technique to understand the “state of the practice” with regard to fare levels, structures, and policies. The purpose of this peer review is to provide current and accurate information about fare structures and policies at other comparable transit agencies. The peer agencies were selected based on various attributes, including service area, service population, operating characteristics, implementation of innovative fare policies and/or technology, and feedback from the Fare Working Group. The six agencies/regions in this peer review are:

- **Seattle, WA** (King County Metro and Sound Transit)
- **Portland, OR** (TriMet)
- **Phoenix, AZ** (Valley Metro)
- **Denver, CO** (RTD)
- **Charlotte, NC** (CATS)
- **Boston, MA** (MBTA)

These peer regions are shown in Figure 3-1. Data for this peer review was collected from the most recently available data from the National Transit Database (NTD, 2016), agency websites, and other agency-related materials.

Figure 3-1 Map of Peer Agencies



FARE STRUCTURE

Fares by Service Type

Fares by service type for each of the peer agencies are shown in Figure 3-1. In general, local service for peer agencies is more expensive than in the Wake-Durham region. Peer agency base fares vary from \$2.00 to \$2.75, compared to \$1.00 to \$1.50 in the Wake-Durham region. Express service fares are in line with fares in other peer agencies, which range from \$2.50 in Portland to \$5.00 in Boston. Commuter/regional fares in Wake-Durham are on the low side compared to peers, which are generally in the \$4.00 to \$7.00 range. Trip length and fares for demand response service are also in line with peer agencies.

Other findings from peer agency fare structures include:

- Portland offers a flat fare across all modes.
- Phoenix and Charlotte charge the same fare for light rail and local bus.
- Seattle charges the same fare for Bus Rapid Transit (BRT) and local bus.
- Denver and Boston offer discounts for using a smartcard compared to cash and magnetic tickets.
- Wake-Durham premiums are 50% to 300% for local versus regional/express service.
 - Phoenix and Denver charge a 62.5% and 73% premium for regional service.
 - Boston charges a 150%-250% premium for express service.
- Zone-based and peak fares are not common.

Figure 3-2 Peer Agency Base Fares by Service Type

Region	Local Fare	Express	Commuter/ Regional	BRT/Rapid Bus	LRT	Demand Response
Wake/Durham (Multiple)	\$1.00-\$1.50	\$3.00 (GoTriangle)	\$2.25 (GoTriangle)	N/A	N/A	\$2.50 (Access)
Seattle (Multiple)	\$2.75 (Metro)	\$2.75-\$3.75 (ST)	\$1.75-\$5.75 (Sounder)	\$2.75 (Metro)	\$2.25-\$3.25 (ST)	\$1.75 (Access)
Portland (TriMet)	\$2.50	\$2.50	\$2.50	N/A	\$2.50	\$2.50 (LIFT)
Phoenix (Valley Metro)	\$2.00	\$3.25	\$3.25	\$3.25	\$2.00	\$1.00-\$4.00
Denver (RTD)	\$2.35-\$2.60 (Pass-Cash)	N/A	\$4.25-\$4.50 (Pass-Cash)	N/A	\$2.35-\$4.50 (Pass-Cash)	\$2.60 (Call-n-Ride)
Boston (MBTA)	\$1.70-\$2.00 (Pass-Cash)	\$4.00-\$5.00 (Pass-Cash)	\$5.25-\$7.00 (Pass-Cash)	\$1.70-\$2.00 (Pass-Cash)	\$2.25-\$2.75 (Pass-Cash)	\$3.15-\$5.25 (RIDE)
Charlotte (CATS)	\$2.20	\$3.00	\$4.40	N/A	\$2.20	\$3.50 (STS)

Pass Multipliers

As described in Chapter 2, pass multipliers are the number of single trips that a rider must purchase in order to break even on the cost of a given pass product. For example, a day pass with a 2x multiplier means that a passenger would need to ride transit twice in a day to break even. Pass multipliers can be adjusted to make them more attractive fare options for riders or to raise additional revenue for the agency.

Pass multipliers for peer agencies are shown in Figure 3-3. Agencies in Wake and Durham County are generally in line with other peer agencies in terms of pass multipliers for local bus service.

- **Day pass** multipliers for peer agencies are relatively consistent, between 2 and 2.9, and are in line with Wake-Durham's multiplier of 2.
- **7-day pass** multipliers for peer agencies range from 9.6 to 12.3. The Wake-Durham region is again in line with peer agencies, with multipliers varying from 9.6 to 12.
- **Monthly passes** in peer agencies have the most variability of all pass multipliers, ranging between 27.5 in Boston and 40 in Portland. Wake-Durham monthly passes are set with a multiplier of 36, placing it in line with peers, though toward the higher end.

Figure 3-3 Peer Agency Local Bus Fare Pass Multipliers

Region	Cash Fare	Day Pass	10-Ride Pass	7-Day Pass	Monthly Bus Pass
Wake/Durham (Multiple)	\$1.00-\$1.50	2	N/A	9.6 - 12	36
Seattle (Multiple)	\$2.75	2.3 - 2.9	N/A	N/A	36
Portland (TriMet)	\$2.50	2	N/A	N/A	40
Phoenix (Valley Metro)	\$2.00	2	N/A	10	32
Denver (RTD)	\$2.60	2	N/A	N/A	38
Boston (MBTA)	\$2.00	N/A	N/A	10.6	27.5
Charlotte (CATS)	\$2.50	N/A	13.6% discount	12.3	35.2

Pass Distribution

Peer agencies have a wider distribution network than the Wake-Durham agencies. All pass types are available online, in transit/government agency buildings, at social service providers, and in third party retail stores. Additionally, there are fewer pass products available onboard transit vehicles, with day passes being the only available fare media for purchase. The peer pass distribution network is summarized in Figure 3-4.

Figure 3-4 Peer Agency Pass Distribution Network

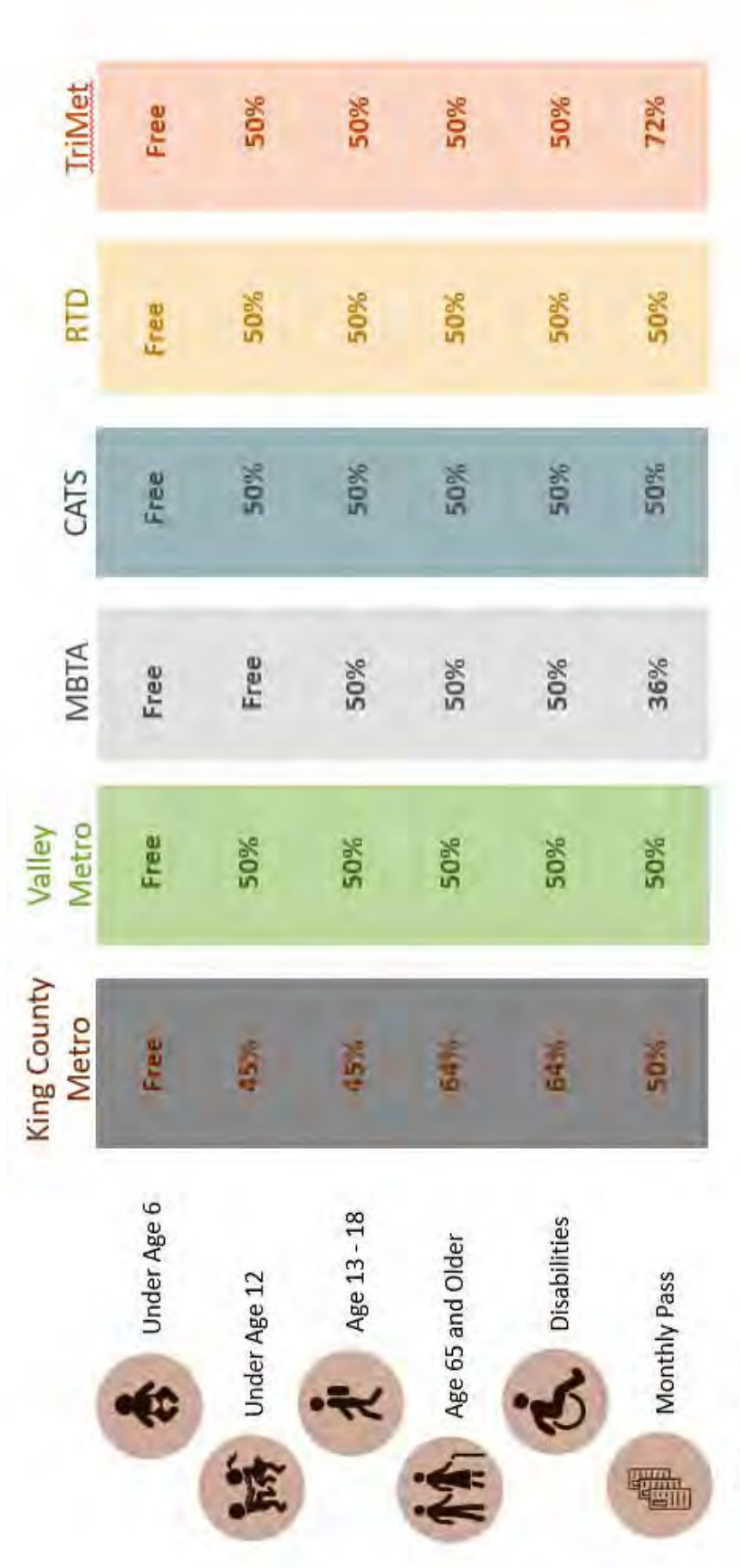
Agency	Fare Type	Onboard	Online	Transit/ Government Building	Social Services	In Stores	TVM
King County Metro	Day Pass		✓	✓	✓	✓	✓
	31-Day Pass		✓	✓	✓	✓	✓
TriMet	Day Pass	✓	✓	✓	✓	✓	✓
	31-Day Pass		✓	✓	✓	✓	✓
Valley Metro	Day Pass	✓	✓	✓	✓	✓	✓
	7-Day Pass		✓	✓	✓	✓	✓
	31-Day Pass		✓	✓	✓	✓	✓
RTD	Day Pass	✓	✓	✓	✓	✓	✓
	31-Day Pass		✓	✓	✓	✓	✓
CATS	7-Day Pass		✓	✓	✓	✓	✓
	31-Day Pass		✓	✓	✓	✓	✓
MBTA	7-Day Pass		✓	✓	✓	✓	✓
	31-Day Pass		✓	✓	✓	✓	✓

Discount Policies

Peer agency discount policies as of Spring 2018 are shown in Figure 3-5. Discounts are generally consistent among the peer agencies; however, the Wake-Durham region offers more free services than the peer agencies. Boston offers free service to children under 12, while other peers offer free service only to children under 6. All agencies in Wake/Durham offer free service to children and youth ages 18 and under. Additionally, GoDurham and GoRaleigh offer free service to seniors over 65, and GoCary offers a 50% discount for seniors over 60.

Peer agencies also offer additional discount categories not offered in the Wake/Durham region, including free fare to active-duty military in Boston and Denver and a 45% discount for low-income adults in Seattle.

Figure 3-5 Peer Agency Discount Policies



Additional Notes:

- MBTA: Free fare also applies to active-duty military, police officers, and firefighters
- RTD: Active-duty military also ride free
- King County Metro: Low income adults pay 55% of standard fare

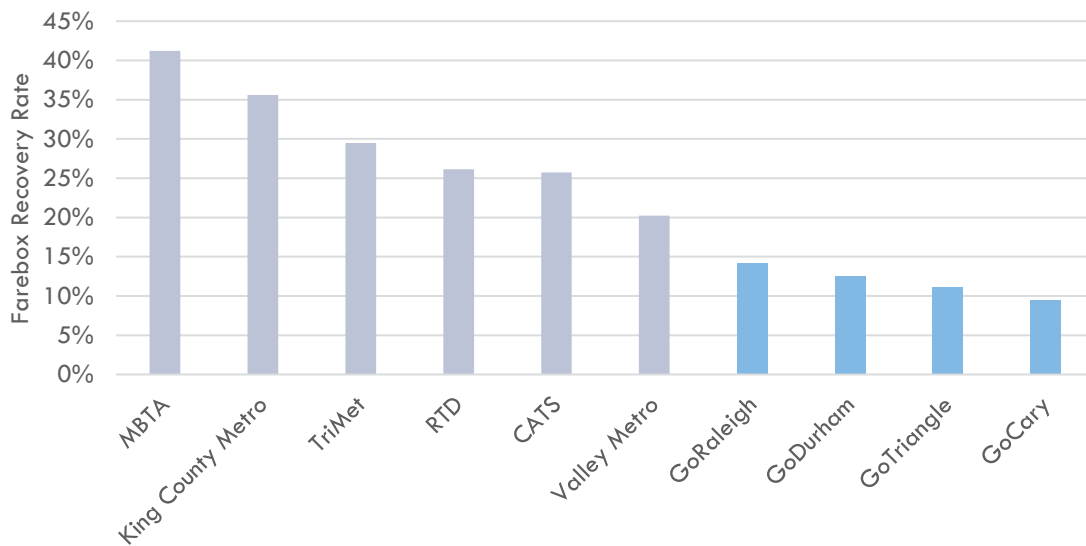
REVENUE TRENDS

Revenue trends between the Wake-Durham region and other peer agencies—with indicators such as farebox recovery rate, average operating cost, average fare paid per trip, and average subsidy per passenger—may indicate a need for updated fare policies to improve competitiveness and stay in line with the financial sustainability of peers. This section highlights revenue trends at peer agencies.

Farebox Recovery

Farebox recovery rates for peer agencies are shown in Figure 3-6. Peer agencies generally have a higher farebox recovery rate than agencies in the Wake-Durham region. All of the peer agencies have a recovery rate of at least 20%, with Boston recovering more than 40%. The highest farebox recovery rate in the Wake-Durham region is 14.2% for GoRaleigh, with a low of 9.5% for GoCary. This suggests that there is room to improve the farebox recovery rate in the region to become more competitive with peer agencies.

Figure 3-6 Farebox Recovery Rate for Peer Agencies (2016)

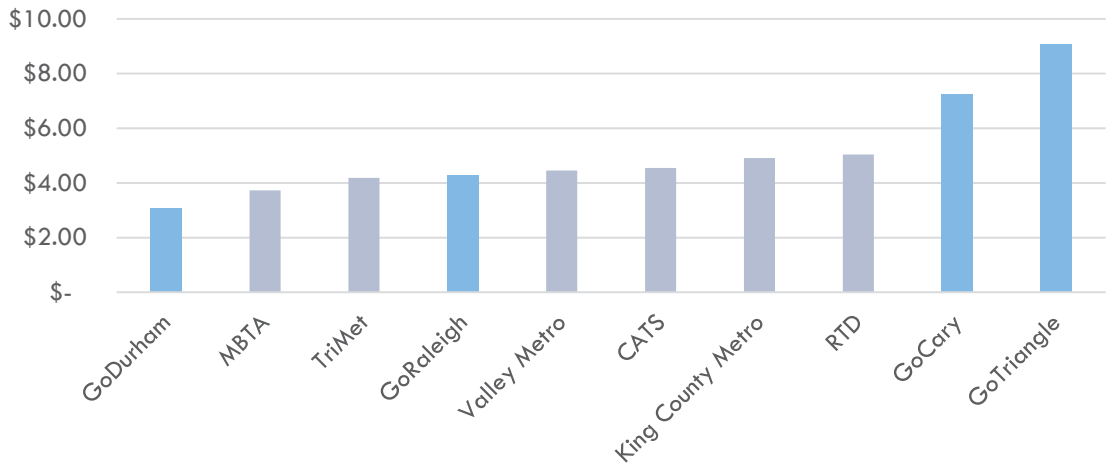


Source: NTD

Average Operating Cost per Trip

The average operating cost per trip varies among the peer agencies and is shown in Figure 3-7. Among peer agencies, GoDurham has the lowest average operating cost, GoRaleigh is about average, and GoCary and GoTriangle have highest operating costs per trip. Peer agency operating costs per trip range between \$3.72 in Boston to \$5.04 in Denver. The \$3.09 and \$4.27 cost per trip for GoDurham and GoRaleigh, respectively, are in line with peers; however, the \$7.26 and \$9.09 cost per trip for GoCary and GoTriangle respectively are significantly higher than other peer agencies.

Figure 3-7 Average Operating Cost per Trip for Peer Agencies (2016)

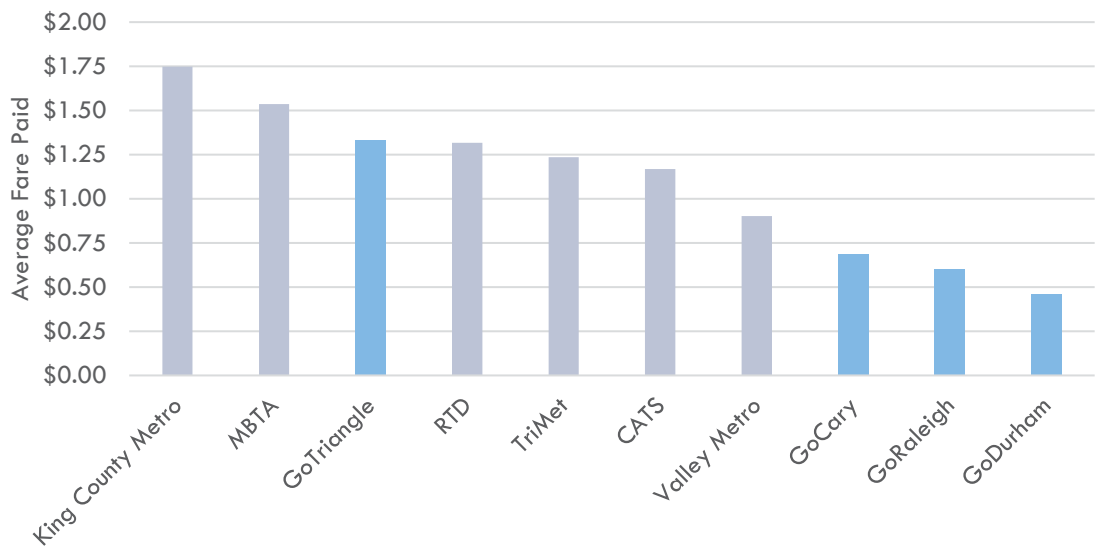


Source: NTD

Average Fare Paid per Trip

The average fare paid per trip for peer agencies is shown in Figure 3-8. In general, peer agencies have higher average fares paid per trip than agencies in the Wake/Durham region, with the exception of GoTriangle. Average fares paid for peer agencies range from \$0.90 for Phoenix to \$1.75 for Seattle. GoTriangle is in line with peers at \$1.33; however, GoCary, GoRaleigh, and GoDurham have lower fares paid, ranging from \$0.46 to \$0.69. This difference is likely due to lower base fares and more generous discount policies in the Wake-Durham region and suggests that altering the fare structure could improve financial competitiveness.

Figure 3-8 Average Fare Paid per Trip for Peer Agencies (2016)



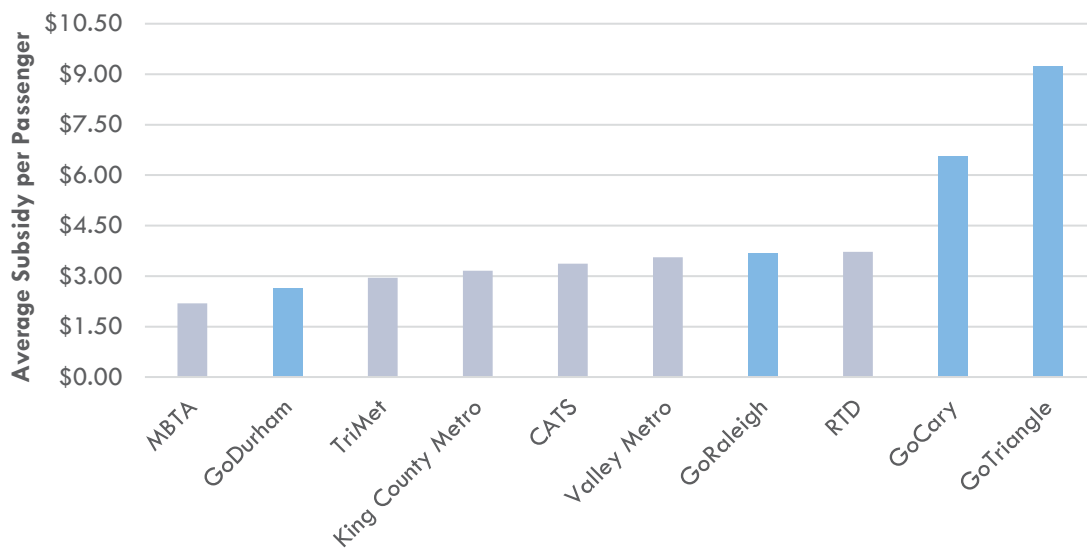
Source: NTD

Average Subsidy per Passenger

The average subsidy per passenger for peer agencies is shown in Figure 3-9. The average subsidy per passenger follows a similar trend as the average operating cost per trip for peer agencies. GoDurham and GoRaleigh are in line with peer agency subsidies; however, GoCary and GoTriangle have higher subsidies per passenger than the other agencies.

Peer agency subsidies range from \$2.19 for Boston to \$3.72 for Denver. GoDurham and GoRaleigh are both in line with this range, with subsidies of \$2.63 and \$3.67, respectively. GoCary and GoTriangle have significantly higher subsidies than peer agencies at \$6.57 and \$9.22, respectively.

Figure 3-9 Average Subsidy per Passenger for Peer Agencies (2016)



Source: NTD

PEER AGENCY POLICIES AND PROGRAMS

In addition to fare structures, discount policies, and revenue trends, unique policies and programs at peer agencies were also evaluated. These policies include the use of technology and unique fare categories, including electronic smartcards, mobile ticketing, regional policy integration, fare capping, low-income fare programs, pass programs, and fare free service.

Electronic Smart Cards and Mobile Ticketing

Advances in fare payment technology, including mobile payment systems and electronic smartcards, are moving riders away from cash payments. General trends in the transit industry support fare incentives for passengers to move to pass products instead of cash. Reducing the use of cash on transit vehicles has numerous benefits, including decreased dwell time, reduced potential for conflicts with operators, and simpler accounting procedures. It also raises potential equity considerations as disadvantaged rider populations may be more reliant on cash fares. This section discusses peer fare media offerings and approaches to reducing cash payments through pricing and other incentives and disincentives.

TriMet, RTD, King County Metro, and MBTA all currently use smartcard systems and mobile ticketing. Valley Metro has a smartcard called the Platinum Pass that is available to employers only; however, they are looking into an expansion to make the pass available to the general public. CATS is planning to introduce smart cards in 2018-2019.

King County Metro

King County Metro currently offers cash, paper tickets, mobile tickets, and smartcard (ORCA) fare media options. More than 30% of King County Metro riders pay fares with cash. The agency is planning to conduct studies on cash fare payments and farebox replacement or elimination, potentially looking at commuter routes with high smartcard usage for possible cashless routes. The agency is also interested investigating if a more attractive low-income fare or program could increase smartcard usage.

The ORCA Program provides seamless transfers between seven different transit agencies in the region. The ORCA Program greatly improves the customer experience, but the fare reconciliation process is complicated for the agencies. Through the shared smartcard, revenue is transferred between agencies based on proportional ridership data, with revenue being allocated based on the cash fare if each leg of the trip were taken independently.



Best practices and lessons learned from the ORCA Program include:

- Standardizing fares across service types is recommended.
- Standardizing the fare change process at a regional level is helpful to facilitate a coordinated process.
- Use an open system if possible; closed-loop systems make it difficult to designate new passenger or fare types.
- Significant coordination is needed between partner agencies to deliver a quality product.

King County Metro is preparing for the next generation of ORCA cards and ticket vending machines in the upcoming years, and they are hoping to expand the card's abilities and increase the retail distribution network.

TriMet

TriMet offers cash, mobile ticketing, smartcards (Hop Fastpass) and mobile payment systems (Apple or Android) fare media options. The agency began phasing out paper tickets in mid-2018 and are replacing ticket vending machines with Hop stations, which allow customers to load funds onto their Hop card. TriMet also offers employer and school pass programs, which are being moved to the Hop card.

TriMet has about 30%-35% cash fare riders and is using a phased approach to increasing non-cash fare payments. With new technology and smartcard options, the agency is trying to address



the two main groups using cash: those who are paying cash because it's more convenient and don't ride frequently, or those who can only afford one fare at a time. There is no surcharge for cash use, but the agency thinks that riders understand the benefit of lost card protection, card replacement, and pass earnings, which will incentivize them to move away from cash fares.

TriMet's current challenge is marketing the variety of options and programs to various markets. The agency is hopeful that all types of riders will see the benefits of using smartcards over cash or paper media. As the Wake-Durham regional agencies begin making long-term policy decisions, a cost-benefit analysis should be conducted regarding smartcards, mobile ticketing, and required farebox upgrades.

Regional Discount Policies and Smart Cards

Standardized discount policies and ID throughout the region improve the customer experience and facilitate regional integration. The Puget Sound Regional Reduced Fare Permit (RRFP) offers a best practice example for a reduced fare program for seniors and people with disabilities in the Puget Sound, WA region. RRFP entitles senior riders aged 65 and older, riders with a disability, and Medicare cardholders to reduced fares on 13 different transit agencies throughout the region.

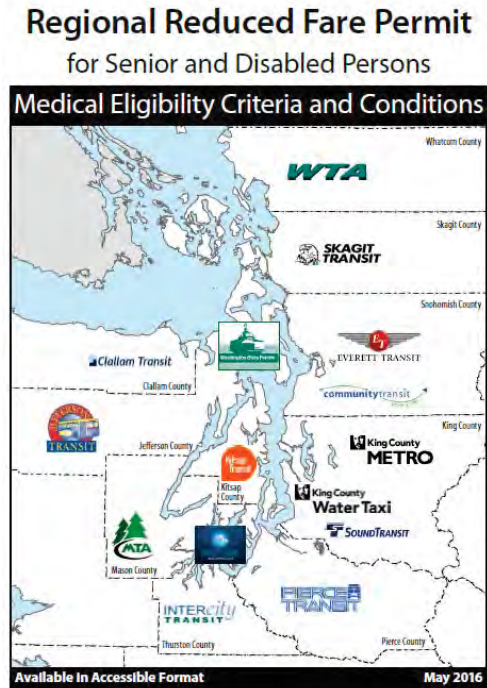
Fare Capping

Fare capping is an emerging trend for some of the peer agencies in which individual trips are tracked and fares are capped after reaching certain thresholds (i.e., two trips in a day or 30 trips in a month). Benefits of fare capping include increased affordability of passes, increased fare equity, and increased simplicity. Fare capping is particularly beneficial for low-income riders who may not have the cash on hand to purchase a 31-day pass and end up paying more in cash fares over the course of the month. Fare capping can be introduced through electronic smartcards, which track fare payments through an internal database, or through mobile ticketing, which tracks fare payments and automatically provides riders a pass once the payment threshold has been reached.

TriMet introduced fare capping in conjunction with a new electronic smart card in 2018, and King County Metro is exploring fare capping as a part of the next generation of ORCA cards. Additionally, agencies in the San Francisco Bay Area offer a similar day pass accumulator program on Clipper cards.

Key considerations for fare capping include:

- Programs require the use of an electronic fare collection system (smart cards or mobile ticketing) capable of tracking paid trips.
- It can be difficult to implement a fare cap in systems with multiple service types (e.g., local and regional).
- There is potential for revenue loss on daily or monthly passes.



Low-Income Fare Programs

Low-income fare programs are currently being used by King County Metro, TriMet, and the San Francisco Municipal Transportation Agency (SFMTA) to provide discounted service for eligible adults making up to 200% of the federal poverty level. Low-income programs may be “high-tech,” requiring electronic smartcards and upgraded farebox infrastructure to verify rider identity and maintain discounts, or “low-tech,” which are more commonly photo ID cards to prevent fraud combined with magnetic swipe card technology. Low-tech options are cheaper and faster to implement but require greater administrative costs, while high-tech options could require costly upgrades to farebox infrastructure and may not be feasible in the short-term.

High-Tech Options

ORCA Lift

The ORCA Lift program in the Puget Sound region requires in-person verification with proof of income. ORCA Lift riders receive ORCA cards that look and work just like a regular ORCA card, but that contains the low-income rider designation within the internal system database. These ORCA cards can be obtained from more than 40 different locations and are valid for two years before participants must reapply. While riders are permitted to have multiple ORCA cards, only one ORCA Lift card may be registered to a single person at any given time to prevent fraud. If someone attempts to register two ORCA Lift cards, the first card is automatically deactivated.



Promoting low-income programs through engagement with social service providers and community groups has been effective for marketing the ORCA Lift program. Social service agencies were involved with structuring the program from the outset and helped make recommendations to the agency about the program structure. These agencies also provide income verification services and help enroll qualifying riders who are applying for other benefits. In King County, for example, the Department of Social and Health Services (DSHS) offered ORCA Lift applications to applicants for EBT services, which resulted in increased enrollment. DSHS is planning to increase their role in Pierce and Snohomish Counties as well.

Cardholders pay \$1.50 for most one-way trips or may purchase discounted monthly passes for \$54 (regularly \$99). Fare value and passes can be renewed online, similar to other ORCA pass products.

Not everyone who is eligible uses the program, but ridership is expected to increase as a result of the program. Out of the approximately 160,000 riders eligible for the ORCA Lift program, there were 60,000 participants as of March 2018. Additional funding may be necessary to offset revenue loss associated with these programs. The ORCA Lift program costs were offset by a fare increase for the general public.

TriMet Low-Income Hop Pass

TriMet’s program is relatively new and has not yet released enrollment data, but during the planning phase, the agency projected 45,000 users out of 120,000 eligible riders and an annual

ridership increase of 1-2% (2 million trips). The program is funded by a state transportation package that provides \$12.5 million annually through a payroll tax increase.

After in-person income verification, Low-Income Hop Pass program participants receive a special Hop card with their photo on the front in order to discourage fraud. This Hop card is valid for two years before participants must reapply. Program participants have multiple fare options including \$1.25 for a single ride, \$2.50 for a day pass, and \$28 for a 31-day pass. These fares represent a discount between 50% and 72% compared to standard base fares.

Low-Tech Options

SFMTA Lifeline Pass

The Lifeline Pass is a low-income pass program implemented in San Francisco in 2005 to reduce the impacts of planned fare increases on low-income riders. Any San Francisco County resident at or below 200% of the federal poverty line is eligible for the program. Applicants must submit government-issued identification, proof of income eligibility, and proof of residency to the San Francisco Human Services Agency to verify eligibility every two years.



The Lifeline Pass is not a smartcard; instead, it is a photo ID that requires monthly validation stickers that cost \$38 per month (50% of a regular monthly pass). Participants use their card as a flash pass to board the vehicle and don't pay any additional fare. Riders have to purchase their validation stickers every month in person at one of eight locations throughout the city of San Francisco. This validation sticker component is more burdensome to the user than smartcard-based programs.

Out of approximately 159,000 eligible riders, 45,000 have enrolled in Lifeline and 20,000 were actively purchasing passes in 2017.

Dallas Area Rapid Transit TANF Program

Dallas Area Rapid Transit (DART) offers a low-income monthly pass for TANF recipients using magnetic swipe card technology. This program requires riders to purchase monthly passes at the transit center or select pass outlet locations. TANF recipients are able to use their benefits to directly purchase the transit pass at a reduced rate. Using TANF benefits to purchase transit passes serves as an income verification process. This program provides less flexibility than other low-income programs since participants are limited to monthly passes and cannot receive a discounted day pass or single ride fare.

Pinellas Suncoast Transit Authority Transportation Disadvantaged Program

Pinellas Suncoast Transit Authority (PSTA) in Pinellas County, FL, offers a low-tech low-income fare program for residents of Pinellas County with a documented household income not exceeding 150% of the poverty level as one component of the agency's Transportation Disadvantaged (TD)

Program. The TD program is state-funded and paid for through vehicle registration fees. The TD Program does not offer a reduced fare cash option—instead, qualified riders can purchase 10-day passes for \$5 per month (regularly \$50) and 31-day unlimited passes for \$11 per month (regularly \$70).

Applicants for the TD Program self-certify their residency and lack of alternative transportation options, but are required to verify their income level with acceptable documentation. The program currently requires passengers to certify their income annually. Passes are sold at PSTA vending locations only, not through any other agreements or third-party retail locations. Passengers must show government-issued photo ID to receive their pass. Administrative staff access a database which includes name, date of birth, address, and phone number to verify the passenger's identity and eligibility.

The annual TD Program budget for reduced passes is approximately \$350,000 at 150% of the poverty level. Previously, the program used 200% as the poverty level threshold, but it caused the program to exceed available budget, so the poverty level was adjusted down. The program requires approximately 1.5 FTEs dedicated to handling eligibility verification and database management.

The TD Program had a negative impact on PSTA's farebox recovery, but meets the agency's goal of allowing those who need it most to be able to use the service more often. The in-person pass purchasing process is burdensome for users but is necessary until there is a more streamlined ID verification or high-tech system in place.

PASS PROGRAMS

In recent years, growing numbers of transit agencies have teamed with universities, employers, or residential neighborhoods to provide bulk transit passes. These passes typically provide unlimited rides on local or regional transit providers for low monthly fees, often absorbed entirely by the employer, school, or developers.

A bulk pass program provides a participating organization free or deeply discounted transit rides for a financial guarantee. These programs are slightly different than pass sales since they often assume that 100% of an organization's members are eligible for the program whether or not they regularly use public transportation. The benefit to major institutions is that a well-designed program provides a simple, packaged solution to help solve transportation access issues to their organization. These types of programs can be implemented in different ways, but the most common financial contribution approaches include the following:

- Contribution determined by current employees, residential units, students, etc. as reported by the participating organization
- Contribution determined by ridership



- Annual fixed fee (same price, regardless of institution size or usage)

Bulk transit passes provide multiple benefits, as discussed in Figure 3-10. While pass programs tend to be affiliated with bus service, in most cases they are part of a broader multi-modal transportation strategy that includes improved bike programs, car share programs, carpooling/vanpooling strategies, and often, increased parking rates.

Figure 3-10 Bulk Pass Program Benefits

Beneficiary	Bulk Pass Benefit
Transit Riders	Free access to transit
	Rewards existing riders, attracts new ones
	For employees who drive, making existing transit free can effectively create convenient park-and-ride shuttles to existing underused remote parking areas
Transit Agencies	Provides a stable source of income
	Increases transit ridership, helping to meet agency ridership goals
	Can help improve cost recovery, reduce agency subsidy, and/or fund service improvements
Communities	Reduces traffic congestion and increases transit ridership
	Reduces existing, unmet, and future growth in parking demand
Developers	Bulk pass programs can benefit developers if implemented concurrently with reduced parking requirements, which consequently lower construction costs
	Providing free cost transit passes for large developments provides an amenity that can help attract renters or home buyers as part of a lifestyle marketing campaign appealing to those seeking a “new urban lifestyle”
Employees/ Employers	Reduces demand for parking on-site
	Provides a tax-advantaged transportation benefit that can help recruit and retain employees

Source: City of Pasadena Traffic Reduction Strategies Study, 2007

RTD EcoPass (Denver, CO)

Denver RTD’s Business EcoPass provides unlimited usage of RTD services and is an annual transit pass purchased by a company and its employees or a collection of residences. Companies purchase the EcoPass for all full-time employees with an option to include part-time employees. Transit service levels are also accounted for through a tiered pricing structure (Figure 3-11). Pricing for businesses is determined by two factors—location of the business (and corresponding level of service for that area) and total number of full-time employees or total number of full/part-time employees on the payroll. Contract minimum rates apply for businesses with a per-person rate that equals less than the contract minimum. The resulting discount per employee per year ranges from 71% to 97% off the retail price.¹

Additionally, Boulder County offers a multi-year EcoPass discount (60% off of the first year’s purchase price, 30% off of the second year’s contract price) to all businesses and neighborhoods

¹ Calculated based on July 2018 Valupass pricing of \$1,881 for regional/airport service.

signing up for their initial EcoPass contract. EcoPass is tax deductible to employers and tax free to employees.

As of Summer 2018, RTD is currently investigating making changes to the existing EcoPass program to charge per use. If updated policies are implemented, employers would continue to be grouped by location and number of employees, but fees per EcoPass use would be charged based on tier categories. RTD is still considering fees per tier, level of discounts provided, and potential adjustments to tier size as part of the revised program structure.

Figure 3-11 Denver RTD Business EcoPass Pricing Structure (2016)

Cost per Employee per Year (2016)							
Service Level Area	Number of Employees	Contract Minimum Per Year	1-24 Employees	25-249 Employees	250-999 Employees	1,000-1,999 Employees	2,000+ Employees
A: Outer Suburban	1-10	\$1,150	\$98	\$85	\$75	\$64	\$60
	11-20	\$2,300					
	21+	\$3,448					
B: Major Transit Centers	1-10	\$2,108	\$209	\$189	\$173	\$160	\$151
	11-20	\$4,215					
	21+	\$6,322					
C: Downtown Denver CBD	1-10	\$2,874	\$532	\$493	\$470	\$459	\$434
	11-20	\$5,748					
	21+	\$8,621					
D: DIA and home businesses	1-10	\$2,874	\$544	\$522	\$483	\$470	\$445
	11-20	\$5,748					
	21+	\$8,621					

Source: Denver RTD

FARE FREE SYSTEMS

The majority of public transit systems charge a fare for passengers to access the system; however, some agencies provide fare free, or prepaid, service with no fare charged at the point of access. Fare free transit service is generally funded by other means than collected fares, including partnerships with local universities, non-profit organizations, or community groups, which can make up lost farebox revenue.

Transitioning to fare free service can be a transformative way to increase public transit use, with potential benefits including:

- Increasing ridership between 30-40%²
- Improving speed and reliability
- Reducing administrative costs
- Eliminating cost to maintain and upgrade fareboxes
- Reducing fare disputes
- Environmental benefits including carbon reduction and reduced parking requirements

² According to experiences from systems include Chapel Hill Transit and Mountain Line (Missoula, MT)

Case Study: Chapel Hill Transit

Chapel Hill Transit (CHT) serves as a local case study to identify potential impacts and best practices for transitioning to fare free service in the Wake-Durham region. Key impacts to the CHT system include a significant increase in ridership and demand for service, an increase in service to accommodate new ridership demand, and the need to offset operating cost increases with revenue other than fares.

Ridership and Operations Trends

After eliminating fares in 2002, ridership on CHT doubled over the next 10 years. To accommodate increased ridership demand, CHT has increased service by 28% between 2002 and 2015. As CHT revenue hours increased, the cost per revenue hour of providing service has also continued to increase—76% between 2002 and 2015. These increased operating costs appear to be primarily driven by inflationary changes, as well as the cost of fuel and employee benefits.

A key consideration before transition to fare free service is the associated increased demand for paratransit service. Legally, 100% of paratransit demand must be met and fare free paratransit is attractive to the rider but costly for the agency. After moving to a fare free system, Chapel Hill Transit experienced a 20% increase in demand response ridership, though overall demand response ridership is currently declining.

These trends are shown in Figure 3-12 through Figure 3-15.

Figure 3-12 Chapel Hill Transit Fare Free Ridership Impacts

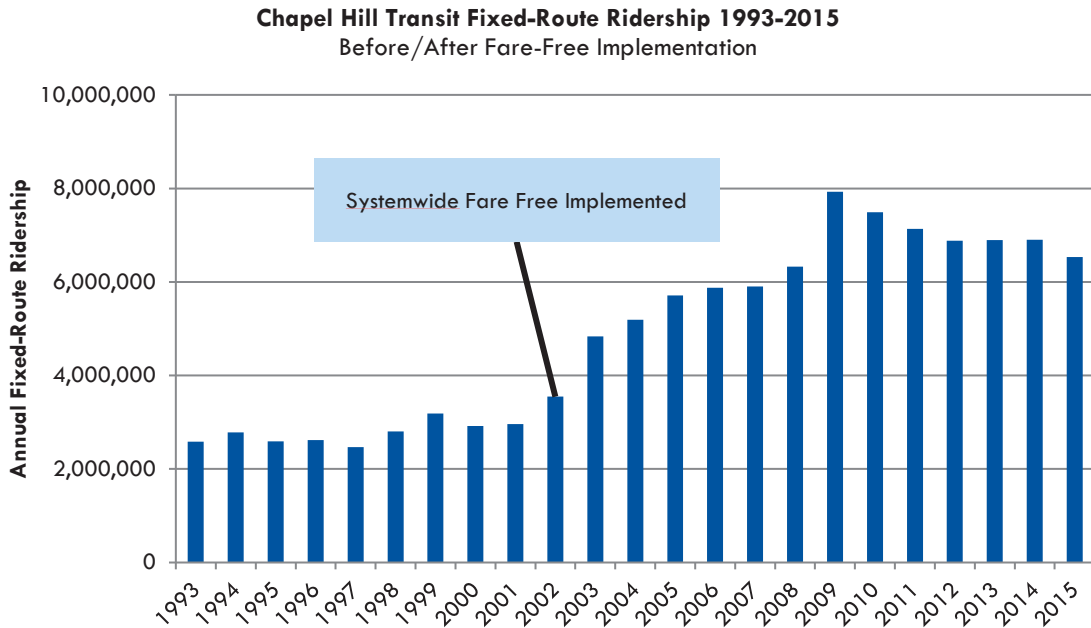


Figure 3-13 Chapel Hill Transit Demand Response Ridership Trends

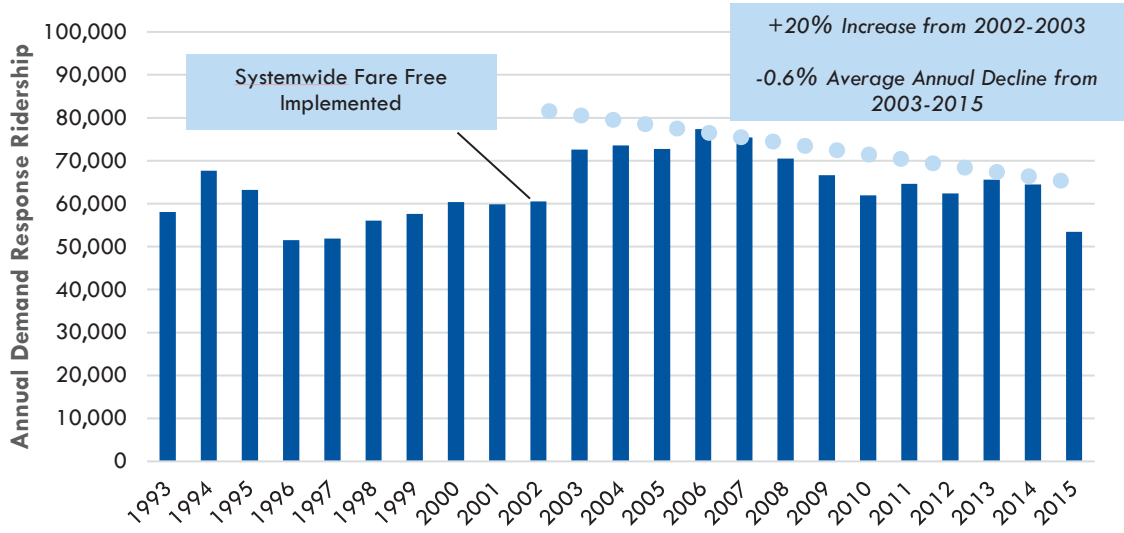


Figure 3-14 Chapel Hill Transit Revenue Hours Trends

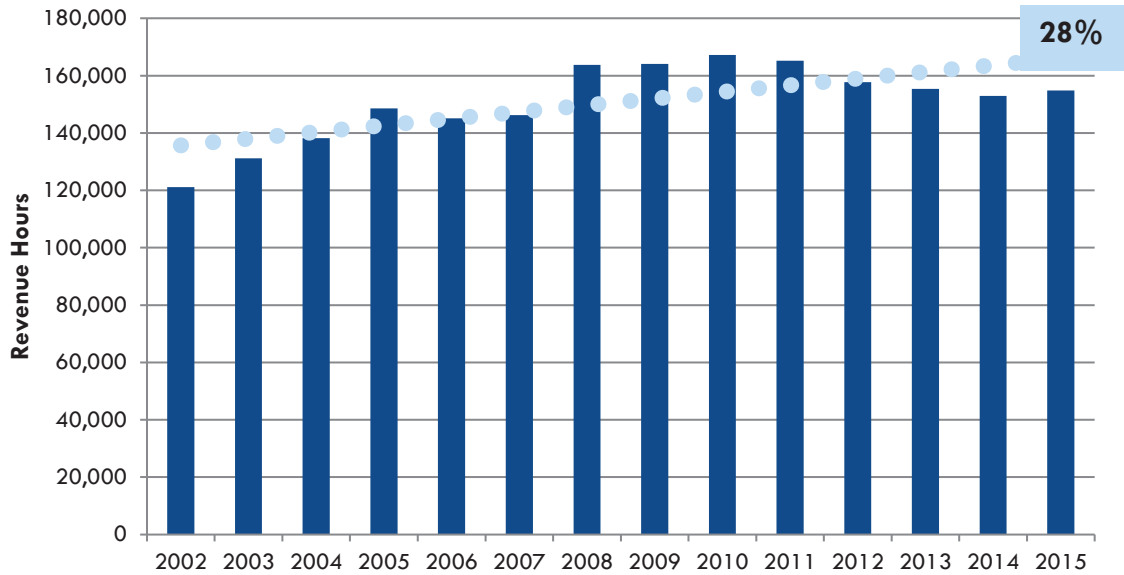
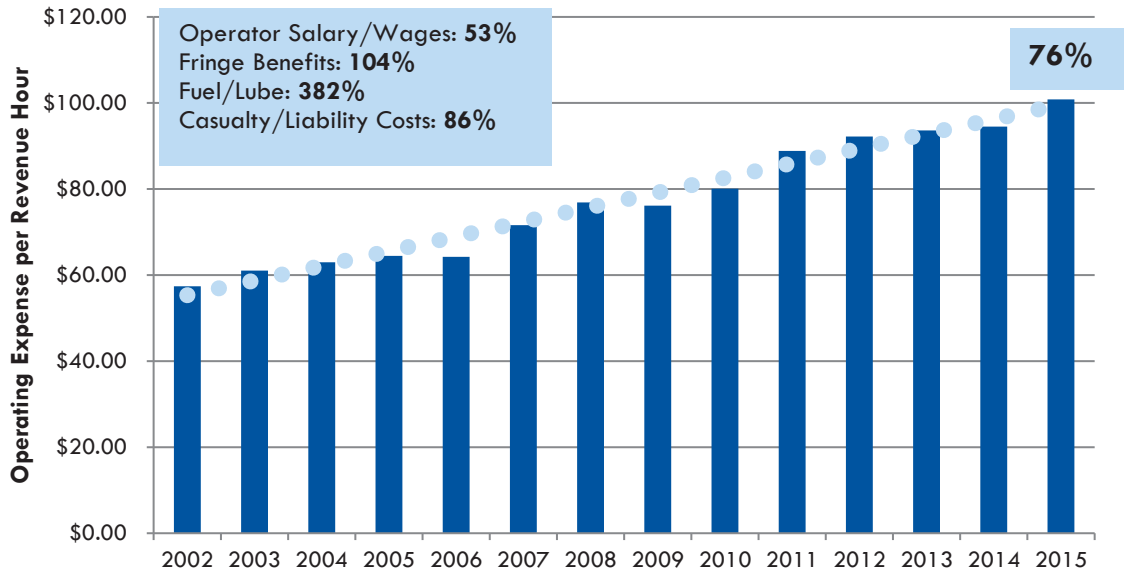


Figure 3-15 Chapel Hill Transit Cost per Revenue Hour Trends



Funding Trends

After eliminating fares, federal formula funding for CHT increased before leveling off in 2011 and has been relatively flat since. While federal funding has been consistent, state funding for CHT service declined 26% between 2007 and 2015. CHT has made up for this decrease in state funding with partner contributions from UNC-Chapel Hill, the Town of Chapel Hill, and the Town of Carrboro. These funding trends are shown in Figure 3-16 through Figure 3-18.

Figure 3-16 Chapel Hill Transit Federal Formula Funding Trends

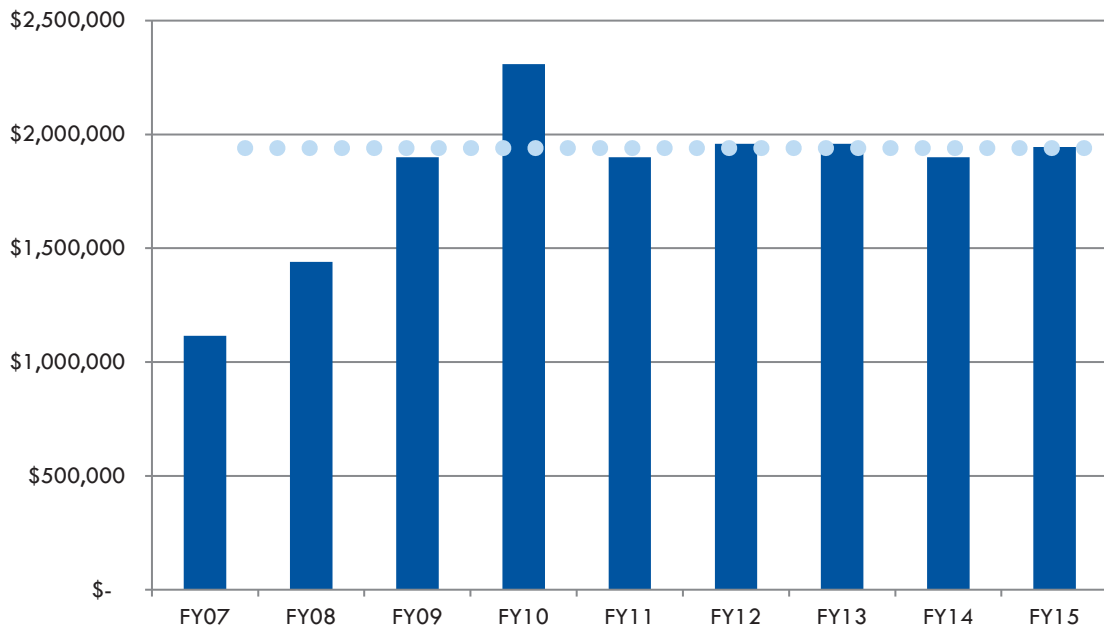


Figure 3-17 Chapel Hill Transit State Funding Trends

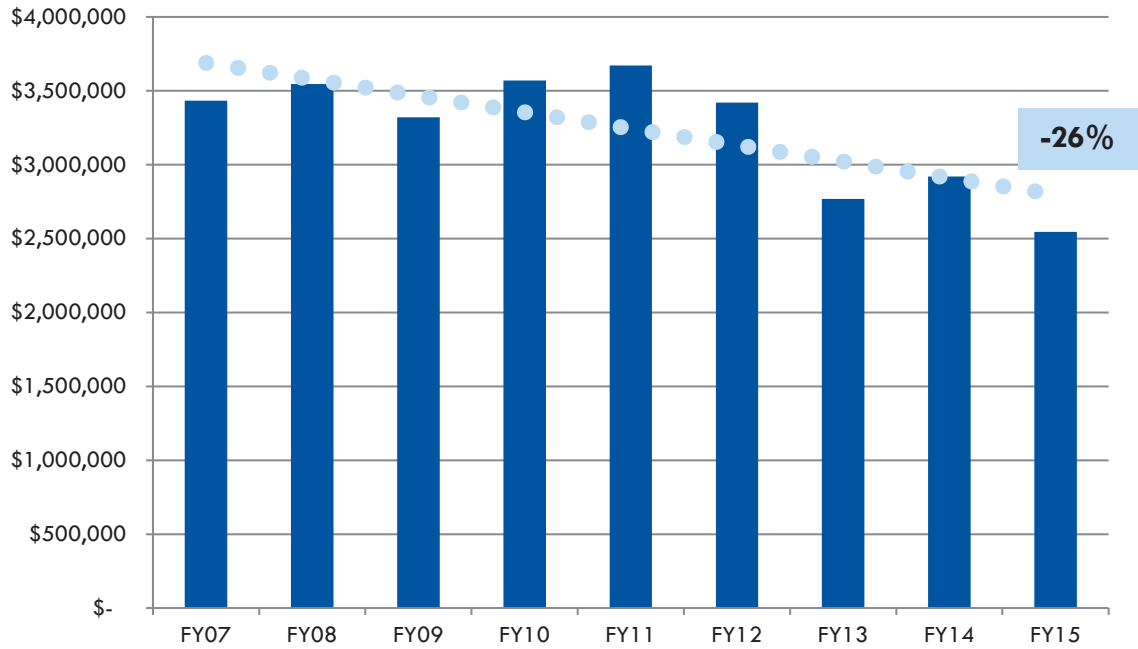
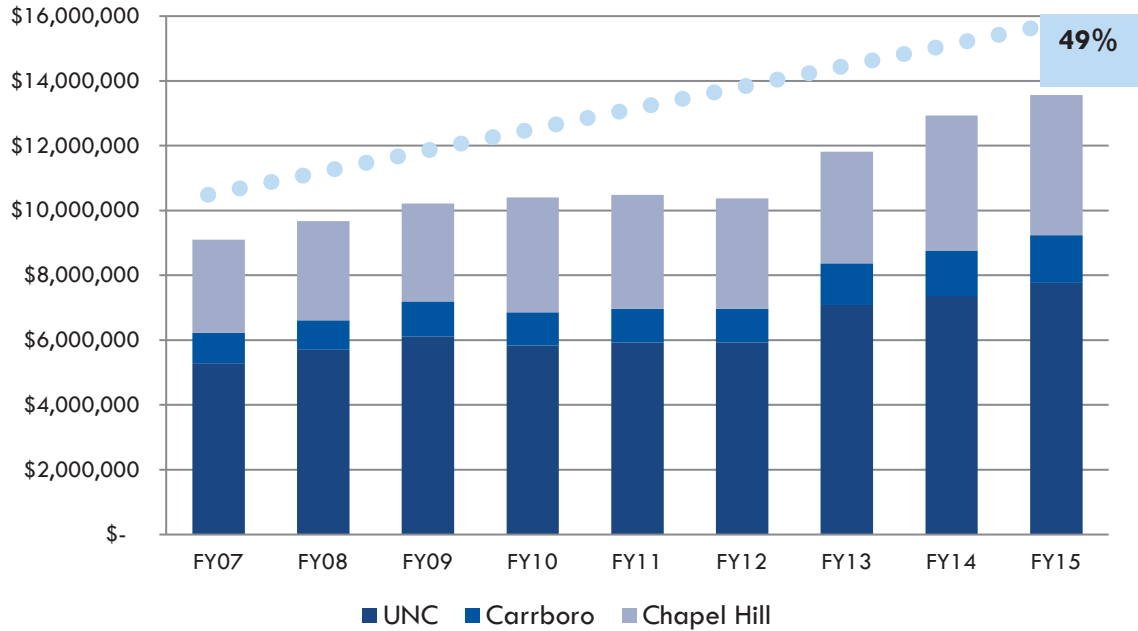


Figure 3-18 Chapel Hill Transit Partner Funding Trends



Fare Free Best Practices and Lessons Learned

There are numerous costs and benefits associated with providing fare free service. Potential benefits include increased ridership, simplified administration, and travel time/dwell time savings. After eliminating fares, CHT experienced significant ridership growth and adjusted their service accordingly. This growth has stabilized and remained steady since 2010; however, the impacts of growth and expansion are still being felt as CHT continues to increase service and the operating cost per revenue hour continues to increase. These cost increases largely reflect inflation but are still important considerations for transit agencies before implementing fare free service.

As costs generally increased, the funding mechanism used to provide the service also fundamentally changed. Federal funding remained relatively consistent, while state funding declined significantly. This funding gap was bridged through the partnership between CHT, UNC-Chapel Hill, the Town of Chapel Hill, and the Town of Carrboro to provide increased funding for service.

Local partnerships are imperative for ensuring adequate funding to both maintain the existing level of service and gradually increase service to meet expected increases in ridership demand.

4 Fare Scenarios

This chapter presents a summary of the fare scenarios that were modeled and evaluated to assess ridership and revenue impacts. Scenarios were identified based on potential to address the study goals and approved by the Fare Working Group.

FARE MODEL DEVELOPMENT

The fare model developed for this project is based on existing ridership and revenue data (FY 2017) and assumptions on average fare per passenger for each fare product. This information is then used as a baseline to understand order of magnitude changes to fare revenues and ridership as a result of pricing or structural changes.

Consumption of transit, like other goods and services, reacts to cost. Significant research over time has examined the sensitivity of transit ridership to fare increases. In transit, the standard measurement of sensitivity to fare changes means that for every 10% increase in fares, ridership will decrease by 3% (and vice-versa).

As such, elasticity factors are common in fare modeling, as they define the price sensitivity of riders to fare changes. An elastic factor suggests a larger change in ridership relative to a fare change. An inelastic factor suggests a relatively small change in ridership relative to a fare change. The model accounts for two elasticity factors¹:

- A relatively inelastic factor (-0.33), which is consistent with industry standards for regular fares
- A “reduced” elasticity factor (-0.21) to account for observations associated with student, elderly, and disabled patrons

Using these elasticity factors, ridership changes (on a fare product basis) are determined from the proposed fare increase or decrease. A new average fare for each fare product is also calculated from the percentage change in the fare product price. Finally, multiplying the new ridership estimate by the new average fare produces a revenue estimate for that fare product.

It should be cautioned that any estimation model is an approximation based on a set of assumptions and is highly dependent on accurate data inputs to ensure quality outputs. The fare model bases ridership and revenue changes strictly on price variation. Qualitative factors such as customer simplicity or other factors are not considered here, but are certainly factors in reality that influence ridership and revenue levels. Based on the perceived simplicity gains, it is likely that ridership benefits in each scenario are understated. As a result, the findings from this analysis are simply estimates but offer a valuable means to compare different scenarios against one another.

¹ Source: TCRP Report 95, Chapter 12, *Transit Pricing and Fares*.

KEY FINDINGS

- **Tiered fares may align regional fare structures and increase revenue for the region with limited impacts to ridership.** Aligning fares throughout the region, a stated goal of the study, would result in an expected revenue increase of 3.5% and ridership decrease of 2.0%.
- **Low-income programs may be costly.** Implementing a low-income program with an eligibility threshold of 200% of the regional poverty line would result in an expected revenue loss of 6.7% with a ridership increase of 1.2%.
- **Fare capping may improve fare equity without a significant revenue decrease.** Implementing a fare capping policy resulted in a small ridership increase of 0.2% and revenue decrease of 1.9%. This option may improve fare equity and affordability with a smaller revenue loss than a low-income program.

FARE SCENARIOS

Eight fare scenarios were developed and modeled to test impacts of fare structure and discount policy changes to the region as a whole and to individual agencies. Identifying the individual impacts of a specific change allows for informed decision-making about the likely effects of implementing new fare policies, as well as helping agencies better plan for the associated changes in ridership and revenue. The fare scenarios that were modeled and analyzed in the study include:

1. Region-Wide Flat Fare
2. Region-Wide Tiered Fares
3. Optimize Fares to Increase Ridership
4. Maximize Farebox Recovery
5. Align Discount Fare Policies
6. Offer Fare Capping
7. Offer Low-Income Fare Category
8. Offer Low-Income Fare Category with General Fare Increase

Scenario 1: Region-Wide Flat Fare

The goal of the region-wide flat fare scenario is to provide a simplified fare structure in which all four agencies in the region charge the same flat rate fare, regardless of service type. In this scenario, multiple base fare levels were tested in Scenario 1a (\$1.00), Scenario 1b (\$1.25), and Scenario 1c (\$1.50). Pass multipliers for all three scenario iterations were left constant, with day passes at 2x, 5-day passes at 8x, 7-day passes at 10x, and 31-day passes at 32x. The simplified fare structure in Scenario 1 would bolster a regional transit system approach.

The three pricing levels in Scenario 1 result in large swings between ridership and revenue, shown in Figure 4-1. Scenario 1b (\$1.25) is the most balanced result of the three options, with small reductions in ridership and revenue (less than 2%). The agency-specific impacts of a region-wide flat fare set at \$1.25 are shown in Figure 4-2. There are significant revenue impacts for GoTriangle and GoCary, with decreases of 17.0% and 9.2% respectively, as both agencies would have to reduce their fares substantially in this scenario. GoDurham would have a revenue increase of 9.1% accompanied by a ridership decrease of 4.8%.

While a region-wide flat fare would simplify the customer experience and improve a regional approach to transit, the steep financial impacts to GoTriangle and GoCary may be prohibitive for this approach.

Figure 4-1 Region-Wide Flat Fare Ridership and Revenue Impacts

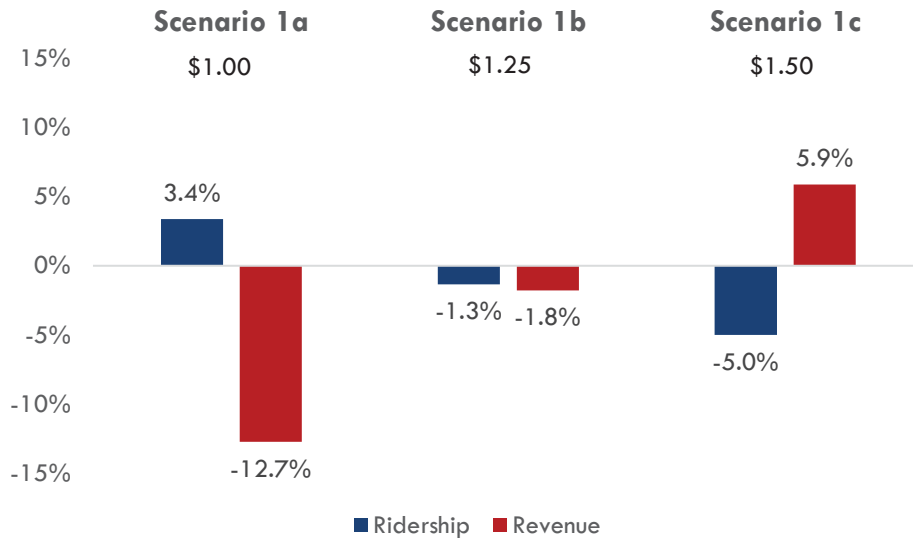
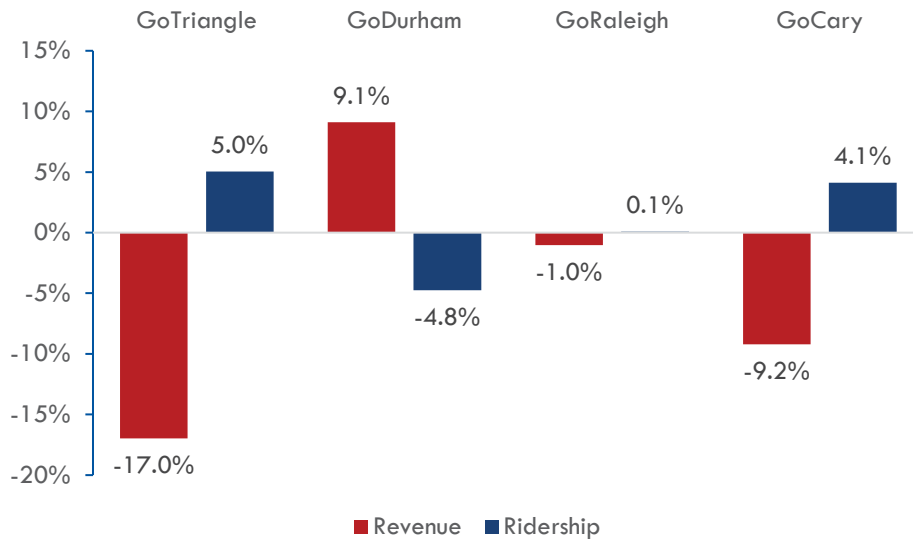


Figure 4-2 Region-Wide Flat Fare - \$1.25 Ridership and Revenue Impacts for Agencies



Scenario 2: Region-Wide Tiered Fare

A region-wide tiered fare would simplify the regional fare structure, while allowing regional and express service offered by GoTriangle to continue charging a higher rate than local service. In this scenario, GoDurham, GoRaleigh, and GoCary are considered local services, and all GoTriangle services are considered regional/express. In this scenario, multiple fare tiers were tested in Scenario 2a (\$1.25/\$2.50), Scenario 2b (\$1.50/\$3.00), Scenario 2c (\$1.00/\$2.50), and Scenario 2d (\$1.00/\$3.00). The ridership and revenue impacts of the four tiered alternatives in Scenario 2 are shown in Figure 4-3. Scenario 2a is the most balanced of these alternatives, with a slight decrease in ridership (2.0%) and increase in revenue (3.5%).

The agency-specific ridership and revenue impacts for a region-wide tiered fare set at \$1.25 for local service and \$2.50 for regional/express service are shown in Figure 4-4. This fare structure would have small impacts for GoTriangle and GoRaleigh, but much more significant impacts for GoDurham and GoCary. GoDurham would be projected to increase revenue by 10.5% and decrease ridership by 4.4%, while GoCary is expected to decrease revenue by 15.6% and increase ridership by 2.2%. While this is a large percent decrease in revenue for GoCary, it accounts for an annual loss of approximately \$26,000. The 10.5% increase in revenue for GoDurham accounts for approximately \$278,000, more than ten times as much.

Figure 4-3 Region-Wide Tiered Fare Ridership and Revenue Impacts

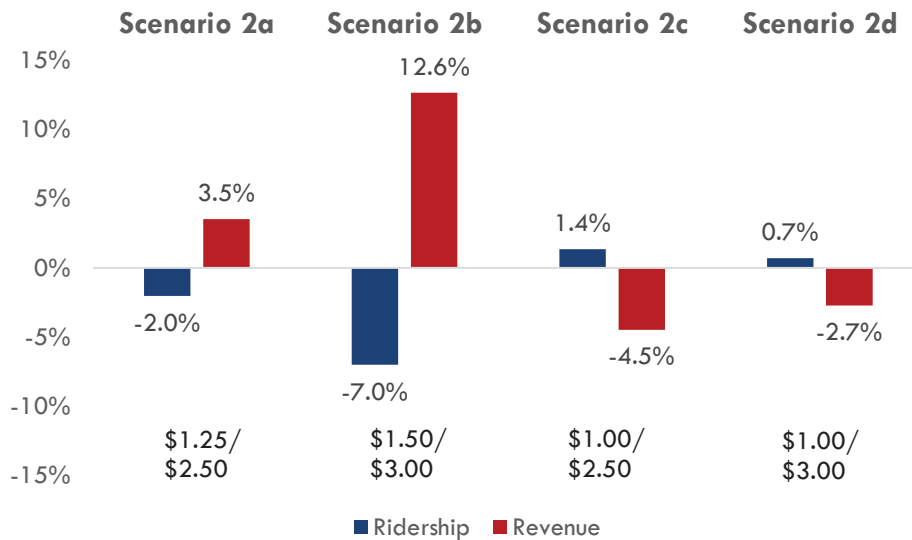
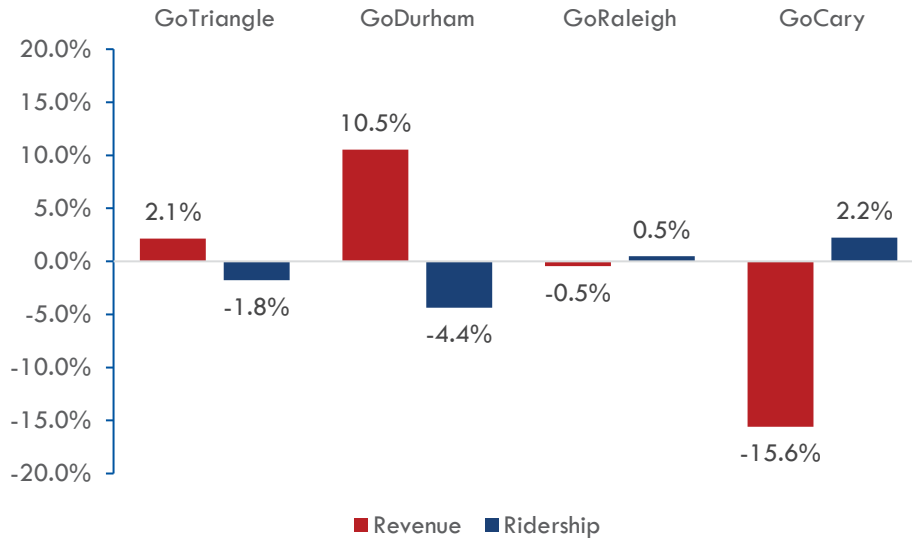


Figure 4-4 Region-Wide Tiered Fare \$1.25/\$2.50 Ridership and Revenue Impacts for Agencies



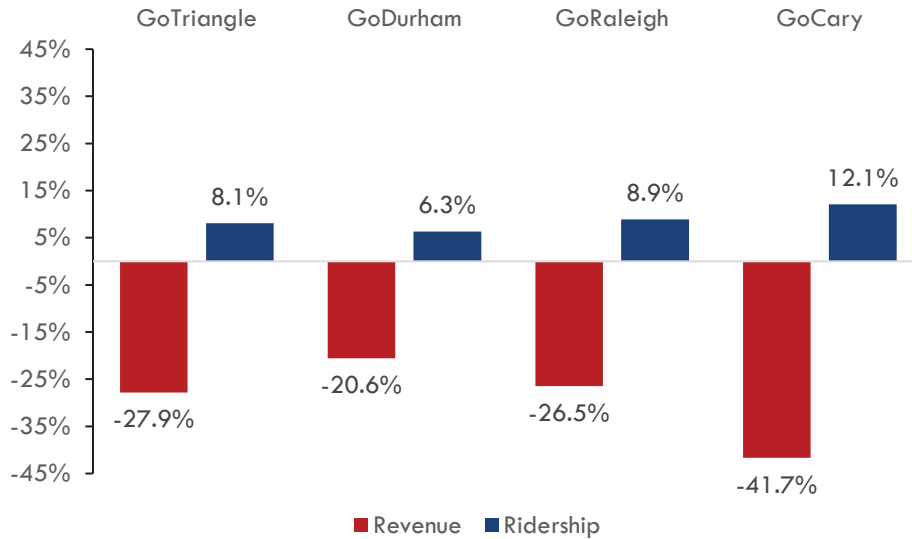
Scenario 3: Optimize Fares to Increase Ridership

This scenario takes an iterative approach to adjusting fares and pass multipliers until prices are such that ridership is maximized and no longer increases with subsequent decreases in fare price. This scenario also assumes that fares would not be reduced so low as to provide fare free service and that pass multipliers must remain within peer agency best practices. Ultimately, the optimized fare rate was established as a region-wide flat fare of \$0.75, with a discount fare rate of \$0.25 and pass multipliers of 2x for day passes, 4x for 5-day passes, 10x for 7-day passes, and 32x for monthly passes.

The agency-specific ridership and revenue impacts for Scenario 3 are shown in Figure 4-5. These impacts show large decreases in revenue and increases in ridership for all four agencies. Ridership increases range from 6.3% for GoDurham to 12.1% for GoCary. Revenue decreases range from 20.6% for GoDurham to 41.7% for GoCary.

This scenario is not intended to be a potential approach for new fare pricing; instead, it identifies the potential maximum ridership increase related to fare changes for each agency.

Figure 4-5 Optimized to Increase Ridership, Revenue and Ridership Impacts for Agencies



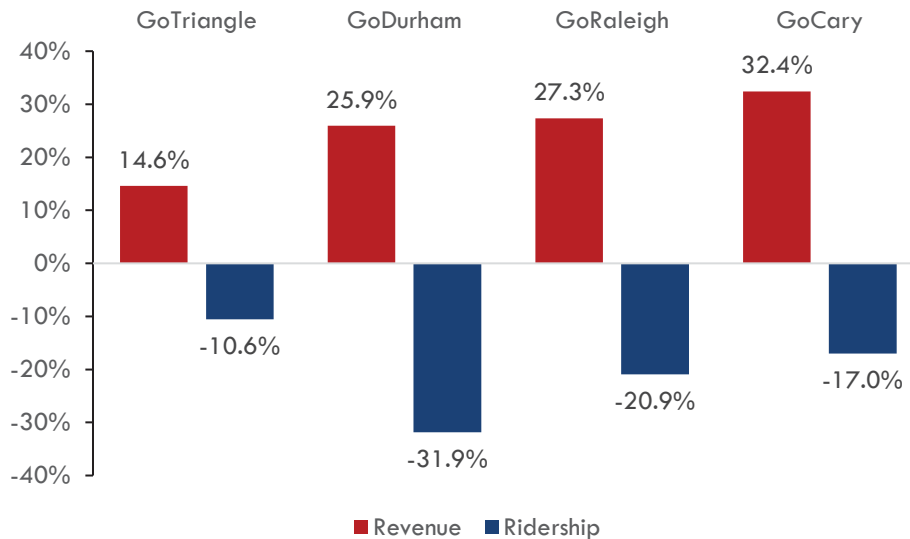
Scenario 4: Maximize Farebox Recovery

Similar to Scenario 3, this scenario takes an iterative approach to adjusting fares and pass multipliers until prices are such that farebox recovery rate is maximized and no longer increases with subsequent increases in fare price. The maximized fare for this scenario was established as a region-wide tiered fare charging \$2.25 for local service and \$4.00 for regional/express service, with discounted fares set at 50% of the base fare. Pass multipliers also remained within the range of peer agency best practices, 2x for day passes, 8x for 5-day passes, 10x for 7-day passes, and 36x for monthly passes.

The agency-specific ridership and revenue impacts for Scenario 4 are shown in Figure 4-6. These impacts show large increases in revenue and large decreases in ridership for all four agencies. Ridership decreases range from 10.6% for GoTriangle to 31.9% for GoDurham. Revenue increases range from 14.6% for GoTriangle to 32.4% for GoCary.

This scenario is not intended to be a potential approach for new fare pricing; instead, it identifies the potential maximum revenue increase related to fare changes for each agency.

Figure 4-6 Maximized Farebox Recovery Ridership and Revenue Impacts for Agencies



Scenario 5: Align Regional Discount Fare Policies

This scenario assumes that all existing base fares and pass multipliers remain consistent with existing conditions, but discount policies will be aligned for the agencies. Discount categories for the agencies analyzed in this scenario include:

- Seniors (aged 65 and older)
- Youth (aged 18 and younger)
- People with disabilities

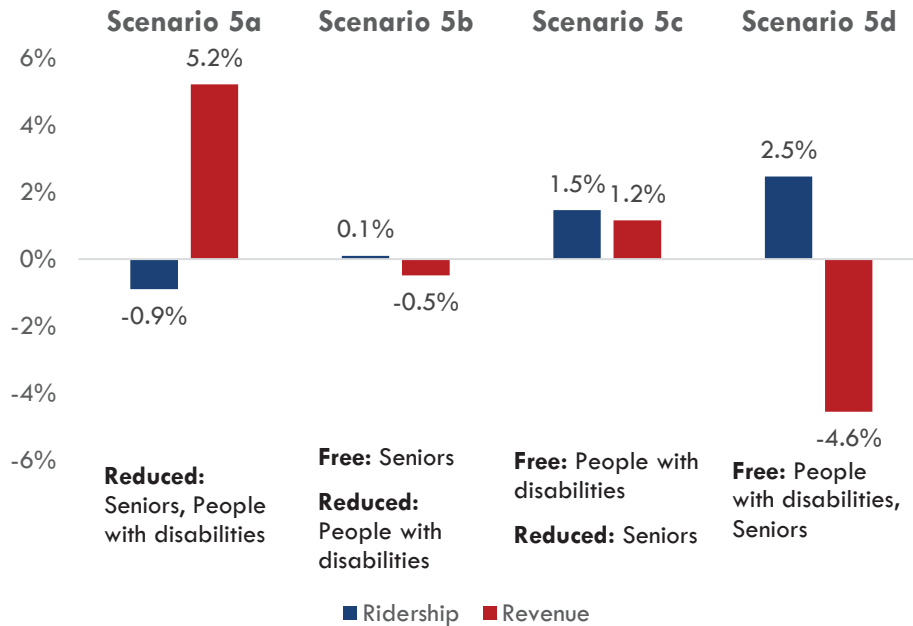
Youth fares were recently made free for all agencies in the region through the Youth GoPass program, and these scenario alternatives assume this policy would continue. The existing category for seniors in GoCary is set at age 60 and older, and this scenario would separate out those aged 60-64 and only apply the senior discount to those aged 65 and older.

This scenario tests four different alternatives for aligning discount policies, including Scenario 5a (Reduced: Seniors, People with Disabilities), Scenario 5b (Free: Seniors; Reduced: People with Disabilities), Scenario 5c (Free: People with Disabilities; Reduced: Seniors), Scenario 5d (Free: Seniors, People with Disabilities). Ridership and revenue impacts for these alternative discount policies are shown in Figure 4-7.

The results of these scenario alternatives present a range of ridership and revenue impacts, all of which may be feasible discount policies. Ridership impacts range from a 0.9% decrease in Scenario 5a to a 2.5% increase in Scenario 5d. Revenue impacts range from a 4.6% decrease in Scenario 5d to a 5.2% increase in Scenario 5a. Scenario 5b and Scenario 5c have more balanced impacts than the other two alternatives.

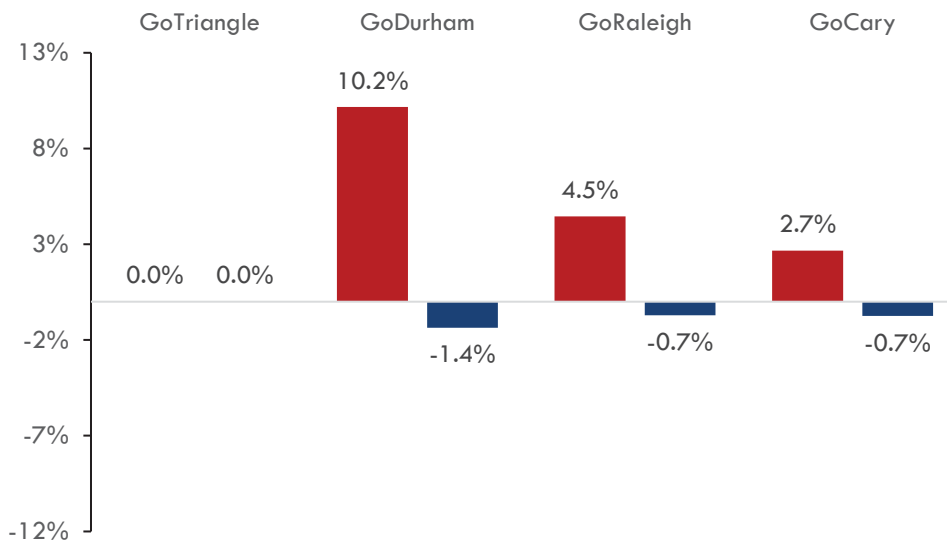
Agency-specific ridership and revenue impacts for these scenario alternatives are shown below in Figure 4-8 through Figure 4-11.

Figure 4-7 Align Regional Discount Policies Ridership and Revenue Impacts



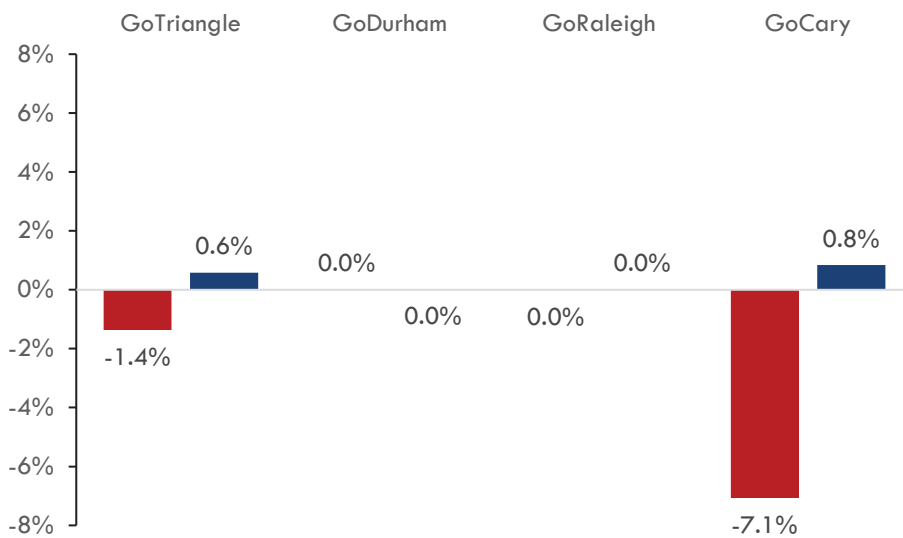
There is no change to ridership or revenue for GoTriangle in Scenario 5a, but there are significant revenue increases and small ridership decreases for the other agencies. GoDurham and GoRaleigh currently offer free service to seniors over aged 65, so instituting a fare on this discount category accounts for this increase in revenue and decrease in ridership (Figure 4-8). GoCary currently provides a discounted fare for seniors aged 60 and older. Altering this category to include only seniors aged 65 and older provides a small increase in revenue and decrease in ridership.

Figure 4-8 Scenario 5a Agency-Specific Ridership and Revenue Impacts



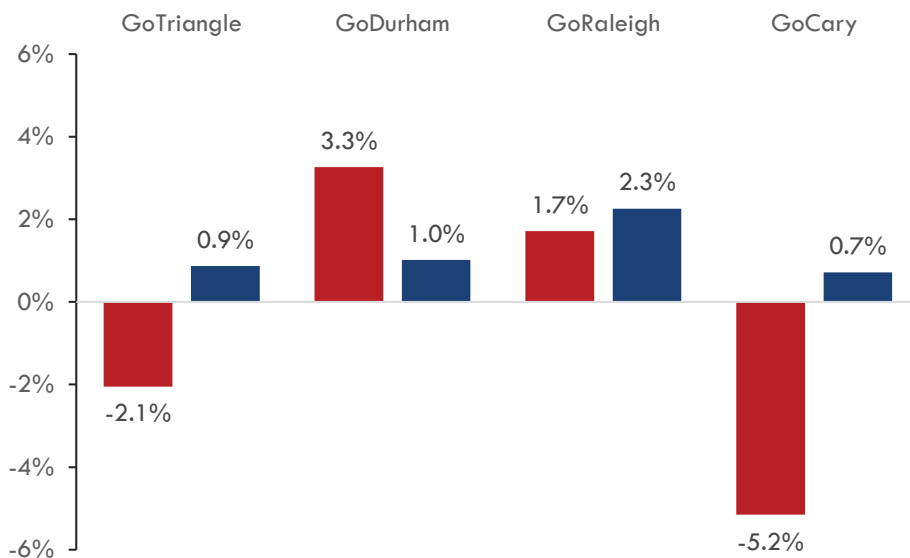
Providing free service to seniors and discounted service to people with disabilities results in no ridership or revenue changes for GoDurham or GoRaleigh (Figure 4-9). Providing free service for seniors results in a small increase in ridership for GoTriangle and GoCary, but a decrease in revenue. The 1.4% decrease in revenue for GoTriangle equates to approximately \$27,000 annually, while the 7.1% decrease in revenue for GoCary would be approximately \$12,000 annually.

Figure 4-9 Scenario 5b Agency-Specific Ridership and Revenue Impacts



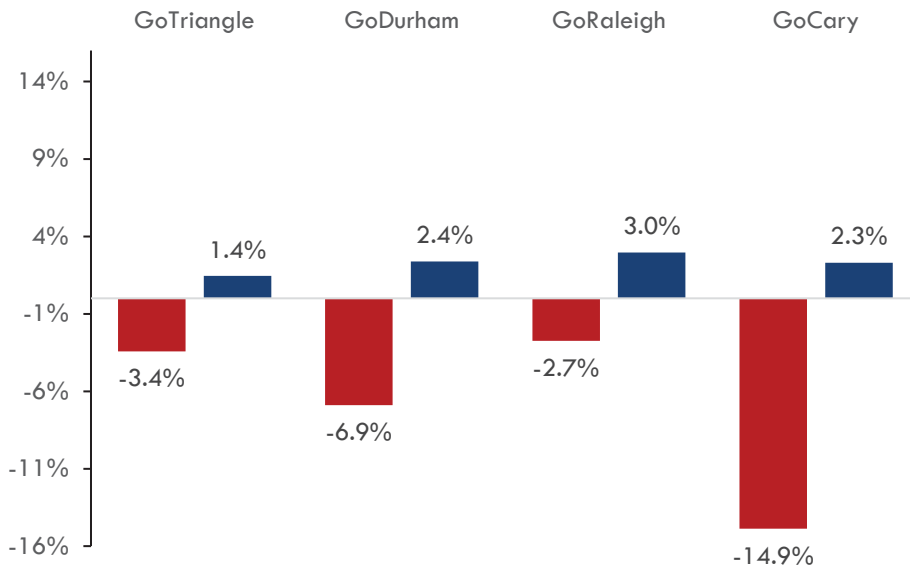
Providing free service for people with disabilities but charging a discounted fare for seniors results in a small overall increase in ridership and revenue—1.5% and 1.2%, respectively (Figure 4-10). At the agency level, ridership would increase for all four agencies; however, revenue impacts would be mixed. Revenue for GoDurham and GoRaleigh would increase by 3.3% and 1.7% respectively, while revenue for GoTriangle and GoCary would decrease by 2.1% and 5.2%.

Figure 4-10 Scenario 5c Agency-Specific Ridership and Revenue Impacts



Providing free service for all discount categories (youth, seniors, and people with disabilities) results in varying levels of increased ridership and decreased revenues for each agency (Figure 4-11). Overall, there would be a 2.5% increase in ridership and a 4.6% decrease in revenue across the region. Ridership increases range from 1.4% for GoTriangle to 3.0% for GoRaleigh, while revenue decreases range from 2.7% for GoRaleigh to 14.9% for GoCary. While this alternative has the largest ridership increase, it also comes with the largest revenue decrease. These priorities must be weighed and taken into account while developing and implementing new fare structures and discount policies.

Figure 4-11 Scenario 5d Agency-Specific Ridership and Revenue Impacts

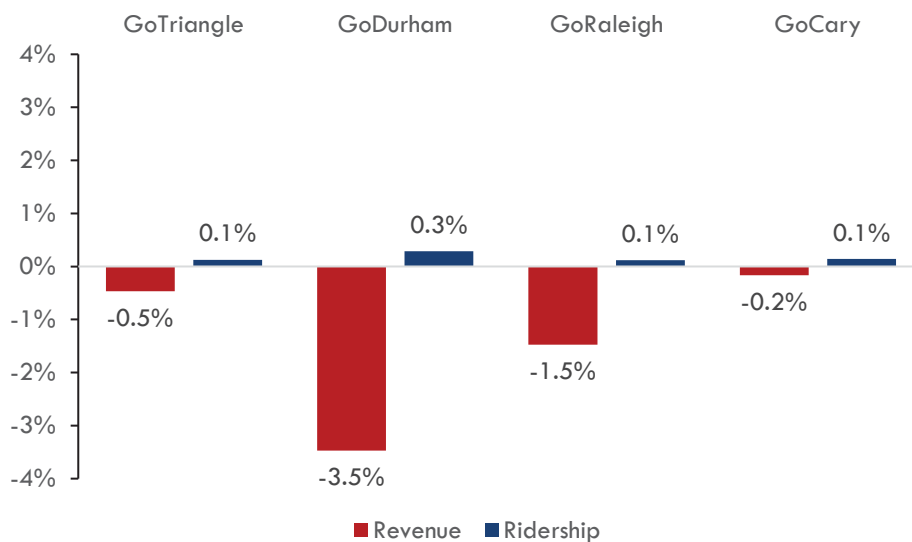


Scenario 6: Offer Fare Capping

Fare capping is an emerging trend to make transit an affordable option and reduce the fare burden for cash riders. Fare capping works by allowing transit riders to pay for trips with smartcards or mobile ticket as they ride on a per-trip basis, but will stop charging them after reaching specific thresholds. In this scenario, fare capping would occur after two trips in a single day and 32 trips in a single month. Investing in fare capping policy requires implementing an electronic fare collection system such as smartcards and/or mobile ticketing.

Ridership and revenue impacts for individual agencies are shown in Figure 4-12. Overall, fare capping would result in a 1.9% decrease in revenue and a 0.2% increase in ridership across the region. The largest impacts of fare capping would be for GoDurham, which would experience a 3.5% decrease in revenue and a 0.3% increase in ridership.

Figure 4-12 Fare Capping Agency Specific Ridership and Revenue Impacts



Scenario 7: Offer a Low-Income Fare Category

Offering a low-income fare category is another method for making transit a more affordable transportation option. This scenario analyzes the impacts of offering a discount to eligible adults making up to 200%, 150%, and 100% of the federal poverty level. This scenario assumes that 35% of eligible riders would actually use the low-income fare program—the observed usage rate for the ORCA Lift low-income fare program in Seattle, WA and in line with the projected usage rate for TriMet in Portland, OR.

Offering a low-income discount program with a threshold at 200% of the federal poverty line has the largest impacts to ridership and revenue and is the current industry standard, although 150% of the federal poverty line is also being used. These thresholds coincide with eligibility for a number of other public benefit programs and may reduce administrative costs through streamlined income verification.

Agency-specific impacts of a low-income fare category at 200% of the federal poverty line are shown in Figure 4-14. Ridership increases for the program range between 0.7% for GoTriangle and 1.6% for GoCary; conversely, revenue decreases range between 4% for GoTriangle and 9.4% for GoCary. While this is a large percent difference for GoCary, the 9.4% decrease in revenue equates to approximately \$16,000 while the 4% decrease for GoTriangle is equal to approximately \$78,000.

Figure 4-13 Low-Income Fare Category Ridership and Revenue Impacts

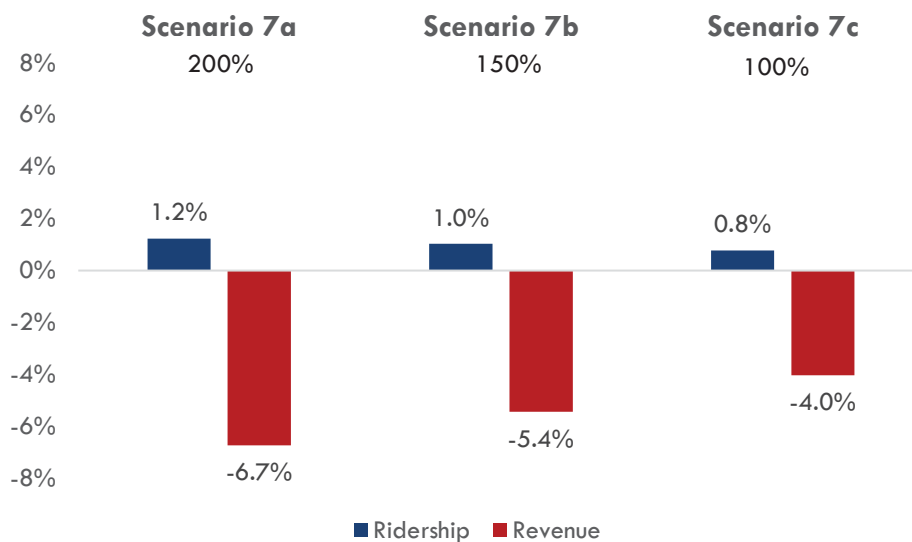
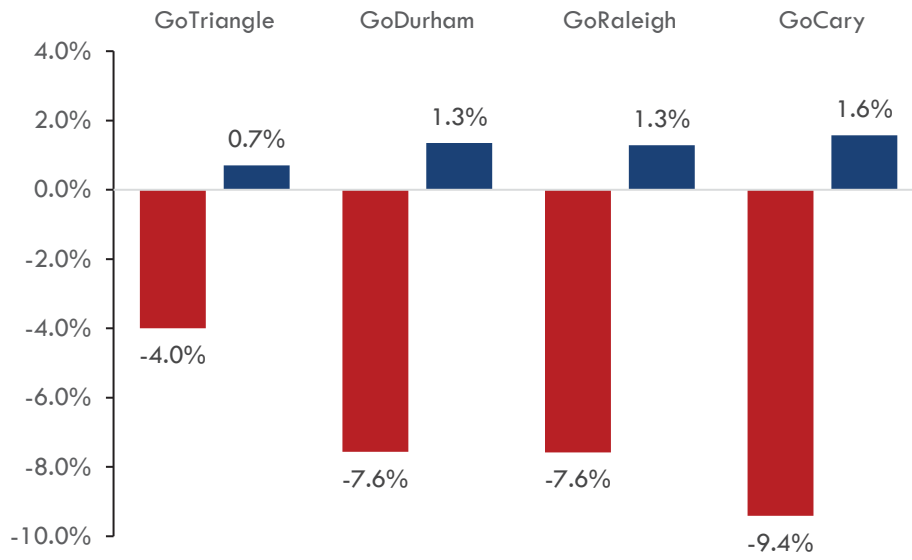


Figure 4-14 Low-Income Fare Category at 200% of the Federal Poverty Line Impacts

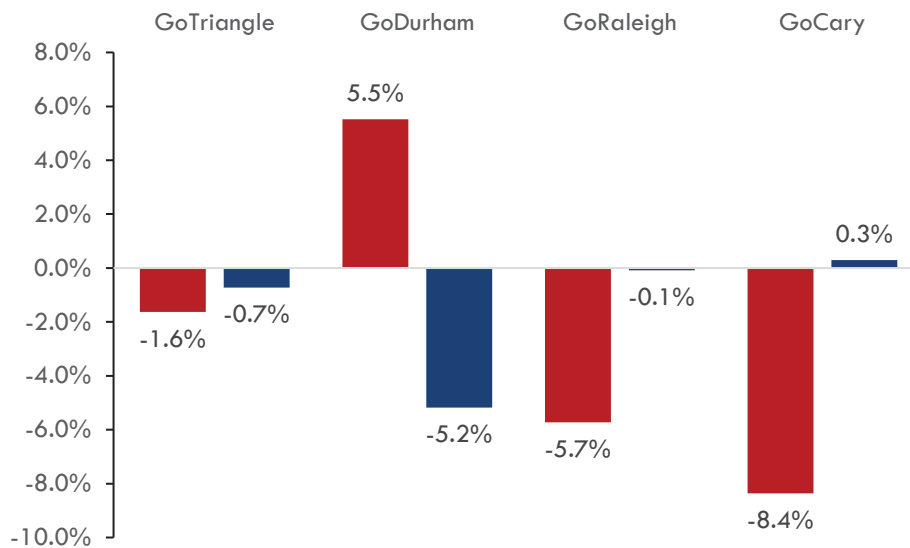


Scenario 8: Offer a Low-Income Fare Category and a General Fare Increase

Pairing a low-income fare category with a general fare increase can help offset some lost revenue, but would also reduce ridership. Building from Scenario 7a, which would establish a low-income fare category at 200% of the federal poverty line, Scenario 8 would increase all base fares by \$0.25 and provide 50% discounts for low-income passengers.

Overall, Scenario 8 would result in a 2.5% decrease in ridership and a 1% decrease in revenue. Agency-specific ridership and revenue impacts are shown in Figure 4-15. GoDurham is the only agency with a revenue increase in this scenario. The ridership impacts for GoTriangle, GoRaleigh, and GoCary are generally small; however, GoDurham ridership is projected to decrease by 5.2%.

Figure 4-15 Ridership and Revenue Impacts For a Low-Income Fare Category and General Fare Increase



INITIAL FARE SCENARIO RESULTS

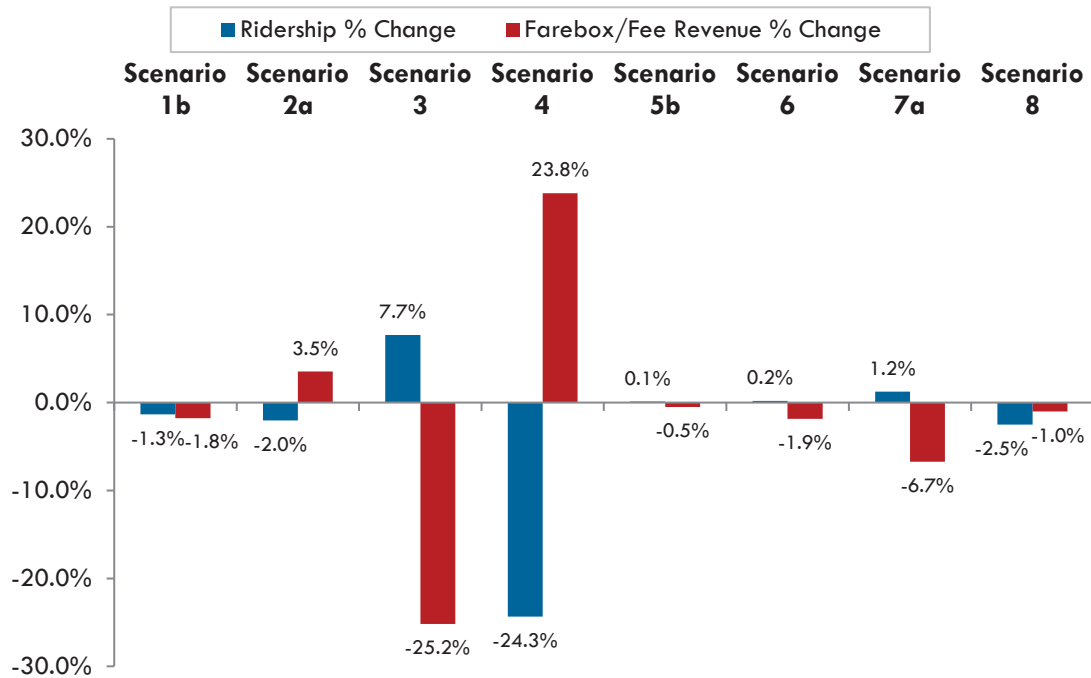
The relative ridership and revenue changes region-wide for each scenario are shown in Figure 4-16 and Figure 4-17. The fare structure and resulting ridership and revenue impacts for each scenario are described in further detail below.

- Scenario 1b, which proposes charging all passengers the same flat fare of \$1.25 and a discounted rate of \$0.50, regardless of local, regional, or express service type, resulted in small ridership and revenue decreases (less than 2% each).
- Scenario 2a, which proposes a tiered fare structure in which fares for regional and express service are set at \$2.50 and local fares are aligned at \$1.25, resulted in a relatively small ridership decrease of 2% and a 3.5% revenue increase.
- Scenario 3 reduced fares to maximize ridership and resulted in a 7.7% increase in ridership with a 25.2% revenue loss. This scenario represents the theoretical maximum ridership increase.
- Scenario 4 increased fares to maximize farebox recovery and resulted in a revenue increase of 23.8% with a 24.3% revenue loss. This scenario represents the theoretical maximum revenue increase.
- Scenario 5b, which aligned regional discount policies in order to provide free service to youth under the age of 18 and seniors over the age of 65 and discounted service to people with disabilities, resulted in very small changes to ridership (0.1% increase) and revenue (0.5% decrease).
- Scenario 6 offers fare capping after passengers purchase two trips in one day and 32 trips in one month. This scenario resulted in a small ridership increase of 0.2% and a revenue decrease of 1.9%.
- Scenario 7a established a low-income fare category set at 200% of the federal poverty line and had the largest revenue decrease, aside from scenario 3. In this scenario, ridership is expected to increase by 1.2% and revenue is expected to decrease by 6.7%.
- Scenario 8 expands on Scenario 7a by coupling the low-income fare program with a general fare increase to offset revenue loss. This scenario assumes the low-income program is set at 200% of the federal poverty line and each agency's base fare is increased by \$0.25. This scenario resulted in small ridership and revenue decreases—2.5% and 1%, respectively.

Figure 4-16 Initial Fare Scenarios Ridership and Revenue Change

	Change in Ridership	Ridership % Change	Change in Revenue	Revenue % Change
1. Region-Wide Flat Fare	-154,000	-1.3%	-\$141,000	-1.8%
2a. Region-Wide Tiered Fares	-234,000	-2.0%	\$279,000	3.5%
3. Optimize Fares to Increase Ridership	887,000	7.7%	-\$1,994,000	-25.2%
4. Maximize Farebox Recovery	-2,815,000	-24.3%	\$1,887,000	23.8%
5b. Align Discount Fare Policies	11,000	0.1%	-\$39,000	-0.5%
6. Offer Fare Capping	23,000	0.2%	-\$147,000	-1.9%
7a. Offer Low-Income Fare Category	143,000	1.2%	-\$533,000	-6.7%
8 Offer Low-Income Fare Category with General Fare Increase	-289,000	-2.5%	-\$81,000	-1.0%

Figure 4-17 Initial Fare Scenarios Ridership and Revenue Percent Change



5 Recommendations

This chapter culminates the findings from the existing conditions analysis, peer review and best practices, and fare modeling effort to establish a set of fare policy, pricing, and product recommendations for the Wake-Durham region. The following fare recommendations incorporate results from reviewing national best practices, evaluation of fare scenarios, and refining concepts with the Fare Working Group.

The recommendations in this section are divided into two categories:

- **Fare Structure Recommendations:** Recommendations to specific fare products offered to the riding public and pricing of those products.
- **Fare Policy Recommendations:** Recommendations related to internally-adopted policies or procedures such as fare collection, as well as revised or new fare policies such as fare capping, mobile ticketing, and pass sales.

Additionally, it is anticipated that recommendations from this study will be implemented in two phases:

- **Phase 1: Fare structure, discount policies, and pricing should be aligned across the region.** Beginning in the Summer of 2019, it is recommended that the region implement a tiered fare structure (\$1.25/\$2.50) with consistent discount policies.
- **Phase 2: Fare capping, smartcards, and mobile ticketing should be pursued in early 2020.** After the fare structure and discount policies are aligned, the region should pursue the implementation and integration of mobile ticketing, fare capping, and smartcards.

FARE STRUCTURE RECOMMENDATIONS

The recommended fare structure is provided in Figure 5-1. The recommended fare structure takes into account experience across the transit industry, fare study goals, as well as fare pricing at peer agencies. To improve regional coordination between the four agencies, it is recommended that fares, pass options, and discount policies are all made consistent. The recommended approach would be to establish a tiered regional fare structure with aligned discount policies, consistent pass options, and fare capping.

The recommended fare structure and discount policies are proposed for implementation in Summer 2019. The recommended fare structure incorporates the following:

- **Discount Policies:**
 - Youth 12 and Under – Free
 - Youth 13 to 18 – Free with Youth Go Pass, otherwise 50% discount
 - Seniors 65 and Older – Free
 - People with disabilities – 50% discount
- **Pass Options:**
 - Day Pass
 - 7 -Day Pass
 - 31 -Day Pass
- **Paratransit:**
 - Fare twice base fare (\$2.50/\$5.00)
 - Offer 11-ticket booklet for the price of 10 (\$25.00/\$50.00)
- **Fare Capping (to be implemented in early 2020):**
 - Fares would be capped after purchasing two rides in one day and 32 rides in one month

To improve consistency throughout the regional agencies, it is recommended that GoDurham eliminate 5-day passes, all agencies adopt a 15% discount for day pass bundles, and all agencies continue allowing magnetic stored value cards as an additional fare media option for passengers.

Figure 5-1 Recommended Regional Fare Structure

Fares/Multipliers	Local	Regional/ Express
Base	\$1.25	\$2.50
Day Pass	\$2.50	\$5.00
7-Day Pass	\$12.00	\$24.00
31-Day Pass	\$40.00	\$80.00
Base Discount	\$0.60	\$1.25
Discount Day Pass	\$1.25	\$2.50
Discount 7-Day Pass	\$6.00	\$12.00
Discount 31-Day Pass	\$20.00	\$40.00

Ridership and Revenue Impacts

As discussed in Chapter 4, consumption of transit—like other goods and services—reacts to cost. Significant research over time has examined the sensitivity of transit ridership to fare increases. In transit, the standard measurement of sensitivity to fare changes means that for every 10% increase in fares, ridership will decrease by 3% (and vice-versa). As such, elasticity factors are common in fare modeling and can help determine anticipated ridership and revenue changes from the proposed fare increase or decrease, and the fare modeling effort conducted as part of this study helped identify anticipated impacts of the suggested fare structure.

The ridership and revenue impacts for each agency are shown in Figure 5-2 and Figure 5-3.¹ Region-wide, the recommended scenario would reduce ridership by approximately 240,000 passengers (2.1%) and increase revenue by approximately \$94,000 (1.2%).

- Impacts to GoTriangle are relatively small, with ridership decreasing by 9,000 passengers (0.6%) and revenue decreasing by \$11,000 (0.6%).
- Impacts to GoDurham are much larger, including a ridership decrease of 247,000 (4.7%) and a revenue increase of \$192,000 (7.3%) as a result of an increase to the existing base fare.
- GoRaleigh ridership would increase by 11,000 (0.2%) passengers and revenue would decrease by \$55,000 (1.7%).
- The impacts to GoCary are significant as a percentage, but the absolute numbers appear less severe. Ridership would increase by 5,000 (2.5%) and revenue would decrease by \$31,000 (18.6%).

The farebox recovery rate for each agency is shown in Figure 5-4. Region-wide, the recommended scenario would have a small impact on farebox recovery rates, increasing by 0.2%; however, there are more significant impacts for individual agencies. GoDurham is the only agency to improve farebox recovery, increasing from 15.9% to 17.1%. GoTriangle's farebox recovery rate would decrease very slightly (0.1%), GoRaleigh would decrease by 0.3%, and GoCary would have a more significant decrease (1.7%).

¹ Since the Youth GoPass was implemented prior to completion of this study, no impacts were assumed related to this fare product.

Figure 5-2 Total Ridership and Revenue Impacts of Recommended Fare Structure

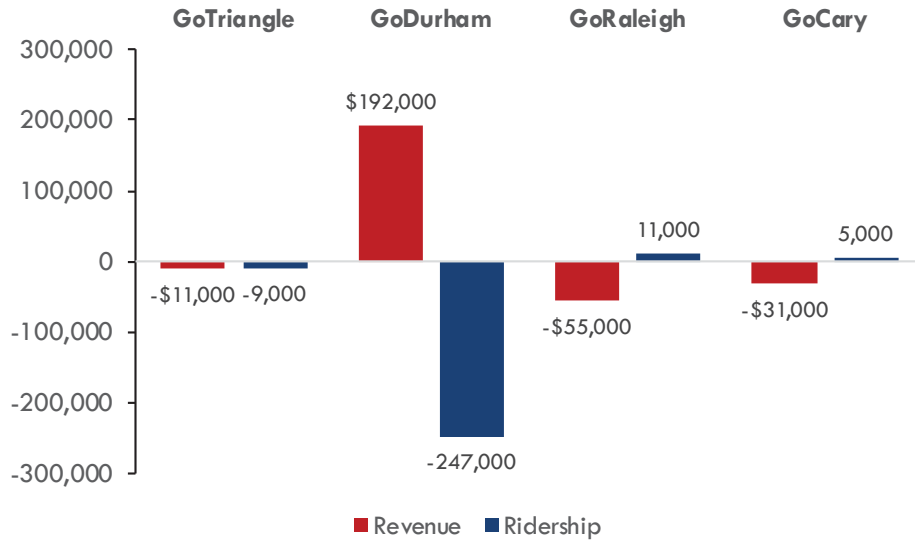


Figure 5-3 Percent Ridership and Revenue Impacts of Recommended Fare Structure

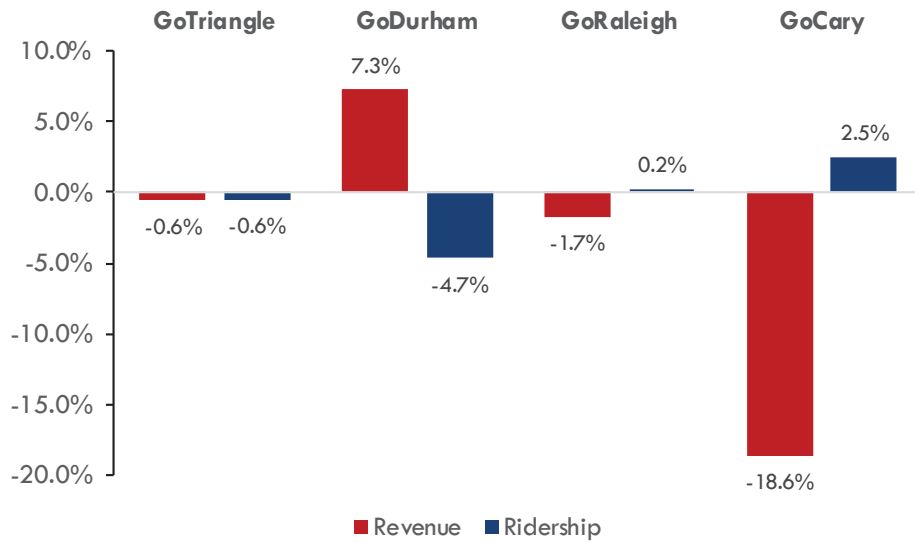
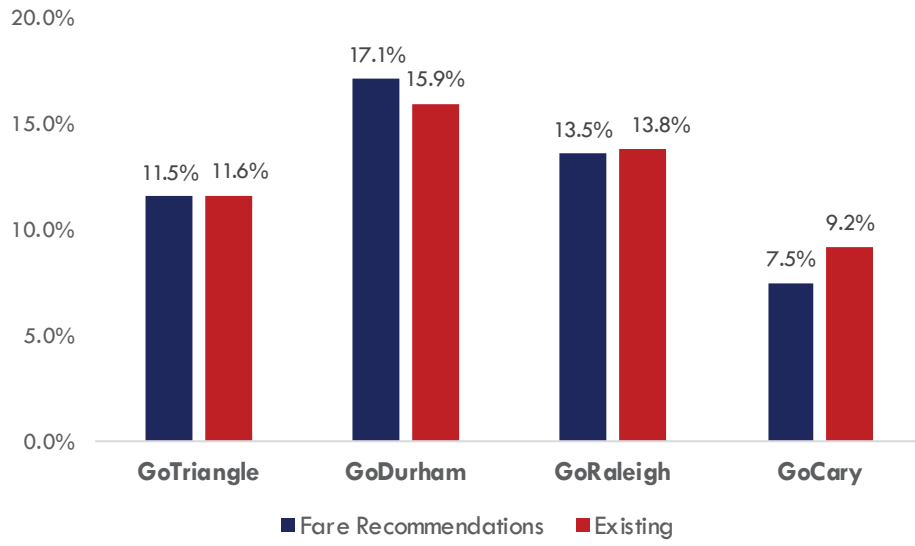


Figure 5-4 Farebox Recovery Rate Impacts of Recommended Fare Structure



POLICY RECOMMENDATIONS

Phase 1 Policy Recommendations

In conjunction with fare structure recommendations, several policy recommendations are also suggested for implementation in summer 2019.

Establish Pass Sales Agreement and Standardized Discount Policies

There is an opportunity to formalize and expand third-party retail sales of passes by establishing pass sales agreements. This would allow the agencies to standardize retailer and social service agency discount policies region-wide. It is also recommended that all pass types be made available in all locations, with the exception of day passes, which would be the only pass offered onboard. Improving availability of passes improves the rider experience, raises visibility of the agencies, and further facilitates regional integration.

Expand GoPass Program

There are several opportunities to expand and improve the GoPass program including:

- Expand GoPass program to employers of any size
- Offer neighborhood pass option for passengers without an employer GoPass
- Consider implementing tiered pricing structure based on employer/neighborhood size

It is recommended that the cost of the GoPass program be based on the number of trips taken by pass holders and the pre-determined cost per trip. Agreements should be formalized with a contract to ensure that agencies are adequately reimbursed for ridership. At the same time, the partner entity can be confident that they benefit from the relationship through improved access to service for employees and discounted rates associated with a pre-paid fare. Agencies should consider the following in developing pricing structures and contracts:

- **Discounted per trip rates:** Programs like GoPass almost always offer a discounted trip rate. The amount of the discount must balance the benefit of a large, bulk purchase with the actual cost of providing the service.
- **Actual trips taken by bulk pass holders:** The number of trips taken together with the fare determines the cost of the program, and thus agreement on how the number of trips taken is measured is critical. Depending on the type of fare collection system used by a transit agency, pass usage may be easily measured at the farebox. In other cases, trip levels can be measured through surveys.
- **Escalation rates:** Programs like GoPass are nearly always effective in increasing transit ridership. Consequently, program costs can increase substantially over time. Transit agencies and universities often negotiate escalation rates to ensure program cost increases are manageable for end users, especially in the early years of the program. Contracts should allow for periodic adjustment of pricing according to changes in ridership, operating cost, and level of service provided.
- **Program marketing:** For these types of programs to be successful, they must be successfully marketed. Marketing should capitalize on the cost benefits to riders and the environmental benefits associated with the program and should include information about how to use transit and/or other transportation programs.

Establish Formal Guidelines for Fare Adjustments

Several factors need to be considered when raising fares, ranging from how fares are perceived by the transit-riding public, whether they are in line with peer agencies, to what is the appropriate ratio between passenger fares and operating costs. In the future, the Wake-Durham region should consider a transparent fare increase policy that enables more regular fare increases to stay in line with inflation and other revenue related trends.

The following guidelines are provided for each agency's consideration:

- On an annual basis, the average fare, subsidy per passenger, and farebox recovery ratio should be reviewed when developing the annual operating budget. If all three ratios are declining and costs to operate the service are increasing, consider a fare adjustment.
- The local consumer price index should be monitored; if increases are greater than 5% in any given year, consider increasing fares to keep pace with inflation.
- Monitor and track use of all passes and if there is a significant drop in sales with any fare product, consider a fare adjustment for that product. Similar to underperforming routes, underperforming fare products should be evaluated for adjustments or elimination.
- For all future fare increases, pass product prices should be rounded to the nearest dollar. Single-ride prices and/or day pass products should be rounded to the nearest quarter.
- A cross-the-board fare increases are simple and transparent, but will often create disproportionate impacts. These types of fare increases should be avoided unless supported by evidence that the strategy meets specific goals at the time of evaluation.
- Services that offer a competitive time or comfort advantage over vehicle or transit alternatives should be priced at a higher level to differentiate the product.

These guidelines assume that service levels would remain constant. Fare increases paired with service level increases may be warranted assuming support exists for both. Fare increases paired with service cuts should be avoided when possible.

Establish Region-wide Discount ID

Along with aligning regional discount policies, standardizing acceptable discount IDs would facilitate additional regional integration. Each agency is currently issuing some form of discount ID; however, this policy recommends developing and issuing one standardized ID that would be accepted by all agencies. Additional policies could be established for accepting other forms of ID (e.g., Medicare card).

Phase 2 Policy Recommendations

Additional policy recommendations are suggested for implementation in early 2020, after the short-term recommendations are in effect, as well as to allow each agency a adequate time for procurement of fare technology and farebox upgrades.

Pursue Mobile Ticketing

Mobile ticketing (payment using a smartphone) offers an increase in customer convenience over paper or smartcard payment, as well as potential operational savings. Smartphone payments eliminate the need for customers to procure and carry a physical fare payment media, may reduce delay in fare payment (by reducing cash in the system), and reduce the volume of passes that must be processed by the farebox (potentially lowering maintenance costs).

In this day and age of nearly ubiquitous smartphone adoption, mobile ticketing can make booking and paying for transit a seamless experience for many riders and help lower the barrier of entry for new transit users. However, while digital options like mobile ticketing are an easy option for some riders, it can be intimidating or a non-option for others. Thus, it is recommended that agencies in the Wake-Durham region continue to offer traditional ticketing options to accommodate all riders—particularly those with disabilities, older adults, and low-income residents without smartphones.

Pursue Fare Capping

As discussed in Chapter 3, fare capping is an emerging trend with benefits including increased affordability of passes, increased fare equity, and increased simplicity. Fare capping is particularly beneficial for low-income riders who may not have the cash on hand to purchase a 31-day pass and end up paying more in cash fares over the course of the month. Fare capping can be introduced through electronic smartcards, which track fare payments through an internal database, or through mobile ticketing, which tracks fare payments and automatically provides riders a pass once the payment threshold has been reached.

Implementing fare capping in conjunction with mobile ticketing and/or smartcards is recommended to improve the affordability of transit service for riders.

Consider Implementation of Smartcards

Investing in smartcard infrastructure is costly, but improves the customer experience and available pass options. Transitioning to smartcards would require upgrading the farebox infrastructure on buses throughout the region and ensuring regional coordination on fare products and accounting to accommodate interagency transfers. While mobile ticketing could provide a number of these benefits at a reduced cost, electronic smart cards are common among peer agencies and should continue to be explored for implementation in early 2020 to provide additional rider benefits and maintain regional competitiveness.

FARE RECOMMENDATIONS SUMMARY

Fare recommendations for Go Cary, Go Durham, Go Raleigh, and Go Triangle are comprised of fare structure changes and policy recommendations. The first phase of implementation is anticipated to occur in Summer 2019, with additional recommendations anticipated for implementation in early 2020. Figure 5-5 provides a summary of recommendations developed as part of the Fare Integration Study.

Figure 5-5 Fare Recommendations Summary

Type	Recommendation
Fare Structure Recommendations (Implementation in Summer 2019)	<ul style="list-style-type: none"> ▪ Implement two-tiered region-wide fare structure with a local base fare of \$1.25 and regional/express base fare of \$2.50 ▪ Offer consistent discounts/categories <ul style="list-style-type: none"> – Youth 12 and Under – Free – Youth 13 to 18 – Free with Youth GoPass, otherwise 50% discount – Seniors 65+ – Free – People with Disabilities – 50% discount ▪ Offer \$2.50/\$5.00 paratransit base fare ▪ Provide consistent products/discounts <ul style="list-style-type: none"> – Offer 15% discount for Day Pass bundles – Continue to offer Value Cards – Eliminate GoDurham 5-Day Pass – Sell only Day Passes on-board
Phase 1 Policy Recommendations (Implementation in Summer 2019)	<ul style="list-style-type: none"> ▪ Establish pass sales agreement and discount guidelines ▪ Pursue new sales partnerships ▪ Expand GoPass program ▪ Establish guidelines for fare adjustments ▪ Implement region-wide discount ID
Phase 2 Policy Recommendations (Implementation in Early 2020)	<ul style="list-style-type: none"> ▪ Pursue mobile ticketing ▪ Pursue fare capping ▪ Consider implementation of smartcards